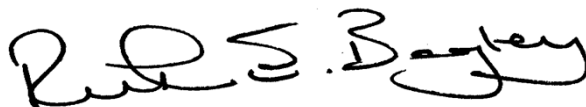


Date of issue: Monday, 12 October 2015

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Brooker (Chair), N Holledge, Arvind Dhaliwal, M Holledge, Morris, Plenty, Sharif, Smith and Zarait)
DATE AND TIME:	TUESDAY, 20TH OCTOBER, 2015 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

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>LEAD</u>
	Apologies for absence.		
	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 June 2015 | 1 - 8 | |
| 3. | Introduction to new HR structure following appointment of new AD Human Resources | | Christina Hefferon |
| SERVICE IMPLEMENTATION ISSUES | | | |
| 4. | Matrix Contract Report | To Follow | Roger Parkin |
| 5. | Staff Wellbeing Update | 9 - 22 | Surjit Nagra |
| 6. | Updated Employee Code of Conduct | 23 - 44 | Surjit Nagra |
| 7. | Implementation of a new Financial and Human Resources System | 45 - 48 | Surjit Nagra |
| 8. | Member's Attendance Record | 49 - 50 | |
| 9. | Date of Next Meeting | | |

Thursday, 21st January 2016

Press and Public

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

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



Employment & Appeals Committee – Meeting held on Tuesday, 23rd June, 2015.

Present:- Councillors Plenty, Sharif, Smith and Zarait

Apologies for Absence:- Councillor Brooker, N Holledge, Arvind Dhaliwal and M Holledge

PART 1

1. Election of Chair

Apologies were received from Councillors Brooker and N. Holledge, the Chair and Vice Chair, respectively. In their absence, it was necessary to elect a new Chair for the duration of the meeting.

Councillor Sharif was nominated as Chair by Councillor Plenty, seconded by Councillor Zarait. There were no further nominations. Councillor Sharif confirmed that he was happy to Chair the meeting for its duration.

Resolved - That Councillor Sharif be elected as Chair for the duration of the meeting.

(Councillor Sharif in the Chair).

2. Declarations of Interest

None.

3. Minutes of the Meeting held on 24th March 2015

Resolved - That the minutes of the meeting held on 24th March 2015 be approved as a correct record.

However, in respect of minute 34 – Redundancy Consultation, Members felt it was important to record that the deliberations on the proposals were conducted in the absence of Officers.

4. Matters Arising

Councillor Smith requested clarity on the frequency of sickness absence statistics at the Employment & Appeals Committee meeting. It was confirmed that the Sickness Absence Performance Update was a regular item brought to each meeting. Councillors resolved to discuss this frequency during the item on the Work Programme 2015/16.

Councillor Smith requested details on how the Council's Smoking Policy considered E-Cigarettes. It was confirmed that as E-Cigarettes were an emerging technology, and the impact on the health of the smoker was not yet

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fully know, there was no firm policy on the matter. E-Cigarette smokers were asked to vacate the building and limit their smoking to designated places and times in line with the policy for regular smokers. However, the policy would be reviewed and amended if and when new information or guidance on the matter was made available.

The Chair varied the order of business so that those items requiring Officers to present reports were taken first.

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

Kevin Gordon, Assistant Director – Professional Services, welcomed Members to the Employment & Appeals Committee, and provided a brief overview of the role of the committee in the new municipal year.

The remit of the Committee was to review staffing and personnel matters. Previously, areas of focus included:

- Sickness Absence
- Staff Wellbeing
- Employee Engagement
- Policy changes e.g. revisions to the SBC Redundancy Policy
- Agency Workers/Spend

Mr Gordon confirmed that he would shortly be leaving his post at Slough Borough Council, and that there would be a new Assistant Director appointed, who would oversee Human Resources and Organisational Development. The new AD would be invited to attend future meetings, and would also be consulted when formulating the Work programme for 2015/16.

6. Revised Employee Code of Conduct

Kevin Gordon, Assistant Director – Professional Services, introduced a report on the proposed revisions to the Employee Code of Conduct (from hereon referred to as the Code).

Members were informed that the proposed revisions to the Code were designed to ensure parity with the revised Members Code of Conduct, updated in 2012 subsequent to the Localism Act 2011. The revisions were designed to modernise the Code to ensure greater accessibility and readability, and included policy on Officer roles, budget etc.

If approved, Officers would undergo training on the new Code via a comprehensive E-Learning training package. The training would be compulsory for all staff.

Members were supportive of the proposed revisions to the Code, though sought clarity on the following points:

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Paragraph 1.3 – “The code may also apply contractors, consultants or volunteers.” Members felt that this point was too open to interpretation. Could this be made more unequivocal?

The Officer confirmed that the language was designed to allow the Council a degree of flexibility when dealing with this kind of staff. For example, if a contract of employment was created between SBC and these parties, the Council would have certain liabilities, including financial liabilities, that they would be required to adhere to. However, it was agreed that this point would be given further consideration.

Members requested confirmation as to whether temporary staff would be covered by the Code?

The Officer confirmed that temporary staff would be covered by the Code, though their contract of employment would be with their Agency, not the Council.

Members also thanked Mr Gordon for his years of service, and wished him the best in his future endeavours.

Resolved - (i) That the Code be further reviewed in light of Member comments regarding paragraph 1.3, with a view to ensuring the wording around contractors, consultants and volunteers is unambiguous.
(ii) That the revised Code be submitted for approval at the next meeting of the Employment & Appeals Committee.

7. Sickness Absence Performance Update

Surjit Nagra, HR Business Advisor, advised Members on the Sickness Absence performance and statistics.

Members were informed that, further to previous reports, absences since the implementation of new targets and triggers had seen a marked improvement. However, performance had varied over the last three months, though scorecards showed most Directorates were performing at 70% and above, which was pleasing. The Scorecard showed that the Regeneration, Housing & Resources Directorate was the lowest performing Directorate, though it was likely that this was a reporting issue rather than absence issue. Work would continue to be undertaken with the Directorate in order to improve the reporting, which was skewing the figures and providing misleading results.

Sick days per FTE in 2014/15 remained consistent versus the same periods in 2013/14, though data showed an increase in March 2015, for which no reason had been found.

98% of Managers had completed their training in absence management, with new staff undergoing the training as they join SBC.

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The three main reasons for absences remained skeletal/breaks/sprains, infections, and stress. For skeletal issues, physiotherapy was being provided in targeted areas, particularly in the Wellbeing Directorate, where the majority of these issues were seen to occur. Infections were typically common, but short term. Optional flu vaccinations were being promoted. To combat stress, mental health workshops were being developed, and would likely be promoted via the Employee Engagement Group.

It was proposed that the Sickness Absence Performance update be amended to a biannual, rather than quarterly, report. By lessening the frequency of the reports to the Committee, it was felt that the data could be analysed in more detail, and the reports could be of more benefit to Members. Members agreed to discuss the frequency of the Sickness Absence reports when discussing the Work Programme 2015/16 later in the meeting.

Members noted the report, and sought clarity on a number of points, including:

Re. RHR Scorecard. There was a discrepancy between the number of staff meeting the 6 day trigger, and the number of staff subsequently referred to Occupational Health (OH). Why was this?

This was likely a reporting issue, with Managers not correctly reporting that the OH meetings had take place. The results were therefore misleading.

How does SBC pay for OH? Was it per meeting? Members were concerned that SBC was potentially wasting money if booked meetings were subsequently not attended, or if meetings were being booked due to the policy following the 6 days absence trigger, when the staff member does not require OH.

It was agreed that the details of the OH contract would be fed back to Members via email.

When temporary staff were used to fill absences, were they DBS checked?

Yes, temporary staff are subject to DBS, references, permit checks etc in line with the requirements of the job itself.

8. Temporary Agency Staff - Progress on Implementation and Baseline Monitoring

Roger Parkin, Director of Customer and Community Services, introduced a report on temporary Agency Staffing, requested by Members at the previous Employment & Appeals Committee meeting.

Members were informed that the overall spend on Agency workers was just over £10m for the year. This was below the predicted spend for the period, but was an increase of circa £2.5m versus the preceding year. However, this was somewhat misleading as the extra £2.5m reported was spend that was

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unaccounted for previously. By moving separate off contract workers to the central Matrix contract, this spend was transparent and reportable.

It was confirmed that this transparency allowed the spend to be more closely monitored, and that negotiations for better rates were being undertaken. As part of this renegotiation, Matrix had reduced their margins on each deal. This would not affect the employee's wage, only the commission that Matrix received. It was agreed that the savings seen so far were small, but it was important to recognise that SBC was now moving in the right direction to reduce the overall spend on Agency staffing.

It was confirmed that Senior Management were working with those Agency workers who had been with Slough for over a year, in an effort to convert them to the Matrix contract and thereby achieving further savings. The Interim Director of Children's Services was undertaking a campaign to promote the Matrix contract to Care Services, and that meetings with the relevant parties had been organised with a view to bringing them into the contract.

It was recognised that of those Agency workers whose tenure at Slough Borough Council was over one year, some were considered vital staff who covered essential roles, or generated revenue for the Council.

Members were pleased to see that previously raised concerns regarding the number of Agency staff employed by SBC, and the spend therein, were shared by senior management, and that steps were being taken to reduce this moving forward. Members asked a number of questions, including:

There were three agency staff workers contracted to SBC, who had been with the Council for over two years. One of the three had a start date of 2008. After seven years, why was this person not made permanent?

All three of these workers were in the Driving job category, and consisted of 2 x Driver/Escort and 1 x Escort Coordinator. Attempts had been made to convert the staff to permanent SBC employees, but the staff considered flexibility to be too important to agree to a permanent contract. It was likely that these staff members would also work with other Local Authorities. Some may be self employed under their own companies.

All newly employed Agency workers would be required to comply with the Matrix contract, so all future spend would be trackable and under Matrix rates. Senior managers now received an alert from Procurement highlighting when a contract was due for renewal. The Manager would then review whether to extend the Agency worker's contract in line with service and budget requirements. In all instances, the preferred option would be to promote from within existing staff.

Would Agency staff members with a long tenure be eligible for employment rights?

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The contract of employment would be with their Agency, rather than SBC, and so SBC would not be required to provide them with employee rights.

Was SBC on track to achieve the target of having 80% of Social Care staff as SBC employees by March 2017?

Currently, 62% of Social Care staff were SBC employees. The target was set following an Ofsted recommendation to reduce the number of Agency staff. SBC was hopeful of achieving this target, and in order to do so had established an Academy in order to recruit graduates and develop talent. There were three planned recruitment campaigns in Children's Social Care, with one having been completed. It was hoped that there would be six employed staff as a result of the campaigns, which would result in six Agency workers leaving.

It was requested that further detail on those Agency workers with long tenure be included at the next report to the Employment & Appeals Committee, including detail on why these staff had not been made permanent.

It was confirmed that a copy of the audit of the Matrix Contract, due to start on 16th June 2015, would be forwarded to all members of the Employment and Appeals Committee.

9. Appointment of Appeals Sub-Committee

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

Resolved –

- (a) That the Appeals Sub-Committee be appointed for the 2015/16 Municipal Year.
- (b) That the terms of reference of the Sub-Committees be as set out in Appendix A
- (c) That seats be allocated to the Sub-Committee as shown in paragraph 5.1
- (d) That the following Members be appointed to serve on the Sub-Committee in accordance with the wishes expressed by the Political groups in respect of the seats allocated to them:

Sub-Committee	Seats	Labour	Conservative
Appeals Sub-Committee	5 (+ 5 deputies)	4 (+4) Brooker, M Holledge, N Holledge, Plenty (Zarait + 3 vacancies)	1 (+1) Wright (A.S. Dhaliwal)

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10. Work Programme 2015/16

The Committee considered a draft work programme for the Committee for the year ahead and suggested some additions, including:

- Staff morale, including the effect of targets on staff morale
- Staff Satisfaction Survey
- A report on the new Agresso system
- A report on the new HR structure following the appointment of a new Assistant Director of Human Resources (new AD to be invited to next E&A meeting to present)
- A report on staff disciplinary action, including dismissals etc, over the last 12 months. Figures to be broken down by Directorate

It was agreed that Sickness Absence Performances would continue to be reported at each meeting of the Employment & Appeals Committee.

It was requested that the clerk forward the Work Programme to all Members via email, once the items were confirmed as feasible by report authors. Members would confirm to the clerk should they have ideas for future items.

11. Attendance Record

The Members Attendance Record was noted.

12. Date of Next Meeting - 20th October 2015

The date of the next meeting was confirmed as Tuesday, 20th October 2015.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.48 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 20th October 2015

CONTACT OFFICER: Surjit Nagra, OD / HR Business Partner

AUTHOR: Sarah Cargin, HR Services Officer
(For All Enquiries) 01753 (87)5365

WARD(S): All

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

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

2 Recommendation(s)/Proposed Action

The report is submitted for information only.

3 Supporting Information

The sickness absence balanced scorecard is composed of three elements; Policy Compliance; Training Attendance and Occupational Health referrals and attendance. An outline of the performance of each element is given below:

3.1 Policy Compliance

This element of the performance scorecard equates to 50% weighting of the overall management score. The breakdown for the quarter in this area is shown below.

April 2015	May 2015	June 2015
26.9	24	21.2

- 3.2 This demonstrates a considerable decrease in compliance across the authority. In particular there are some divisions who are not completing the tracker sheets, which are sent out on a monthly basis to the service co-ordinators and therefore the scorecards are not an accurate representation of what managers are doing to manage the employees absent from work. Efforts have been made to support the larger divisions (e.g. Wellbeing and Housing) to complete the trackers to ensure that the information represented in the scorecards is accurate; however this is still a cause for concern. This is unfortunate as we are aware that employee's sickness is being managed via the Sickness process but this is not being reflected in the data coming back from the directorates trackers. Further work is being undertaken to highlight the importance of completion of the trackers sheets and timely submission to improve the overall score.

4. **Training Attendance**

This factor of the performance scorecard equates to 25% weighting of the overall management score. The breakdown for the quarter in this area is shown below.

April 2015	May 2015	June 2015
24.3	24.3	24.3

- 4.1 Although these figures have remained the same over the last quarter, it needs to be acknowledged that this will never be 25% due to managers leaving and joining the organisation. The current information states that the Wellbeing directorate is the only area that still needs to train managers however we are currently updating the 'managers list' and this will therefore highlight a true picture of managers that still require training on sickness absence. We therefore envisage this figure will decrease slightly in the next quarter and will be organising future training dates to accommodate this need.

5. **Occupational Health Referrals and Attendance**

- 5.1 This factor of the performance scorecard equates to 25% weighting of the overall management score. The breakdown for the quarter in this area is shown below.

April 2015	May 2015	June 2015
24.6	24.4	24.2

- 5.2 This element considers whether managers are undertaking Occupational health referrals when the employees hit the 'trigger' point as outlined in the policy. The data is positive and has been consistent for this period and demonstrates that managers are engaging with our Occupational health team and ensuring that employees are supported by our medical advisors during their absence.
- 5.3 Unfortunately Occupational Health DNA's have increased to 4 for the last 3 months due to non compliance of the policy by the employees, which have been dealt with by a management instruction to prevent a recurrence. This is disappointing as this is the highest it has been for some time and we have measures in place to ensure appointments are not missed. We will be monitoring this over the next quarter and expect an improvement.
- 5.4 A breakdown for the individual 3 components that make up the scorecard (by Directorate) is attached as Appendix 1.

6. **Overall Management Score**

- 6.1 Considering all of the above information the total management scores for the last quarter (April – June 2015) are presented below;

April 2015	May 2015	June 2015
75.7	72.7	69.7

- 6.2 The above summary indicates that the overall SBC performance score has decreased over the last 3 months. The main contributory factor to the decreased score is due to the non compliance of policy by managers, as outlined above. To improve the Councils management score, compliance with the sickness absence policy is necessary.
- 6.3 The breakdown of the overall management score is attached as Appendix 2.

7. Sick Days Lost Per FTE

- 7.1 Appendix 3 shows the graph of sickness absence rates per month (expressed as Sick Days lost per FTE) up to June 2015. Since the last report to Committee sickness days lost across the quarter has remained at 0.6 and have decreased compared to the previous year. In addition the Sick Days per FTE have been provided for each directorate and then broken down by Division at the end of each scorecard.

8. Sickness Targets

- 8.1 From the Directorate Scorecards, 3 out of the 4 Directorates have met their target. The table below gives the comparative data for the Council as a whole and each directorate.

Directorate	Actual Number of Days	Target for Directorate
SBC	8.7	8.1
Chief Executives	2.6	8.1
Customer and Communities	7.0	8.1
Regeneration, Housing and Resources	10.4	8.1
Wellbeing	9.4	9.4

- 8.2 It had been acknowledged that due to the nature of work undertaken within the Wellbeing Directorate (i.e. front line support to vulnerable clients), extensive work has been undertaken with this directorate to improve their overall performance score however a revised target was also set at 9.4 days per FTE to reflect the fact that this directorate will have the largest number of sickness days lost. As a result of these efforts, Wellbeing has achieved the target of 9.4 days for the first time.
- 8.3 As the table states RHR has the highest number of actual days lost per FTE and work is being undertaken to reduce this figure with additional support to managers to manage sickness absence swiftly. Further work is being undertaken to analyse the reasons for sickness and which areas are a cause for concern, so that we can identify specific interventions which could be implemented to improve this for the future.

9. Sickness Reasons

- 9.1 The most common reasons given for sickness absence for the period 1st April 15 – 30th June 15 for the Council are as follows:

Sickness Reason	Total Days	% of total days lost (*)
Not Stated	458	22%
Skeletal, breaks/sprains	265.5	13%
Infections	256.5	12%

(*) please note that % is calculated against the total days lost for the Council during this period

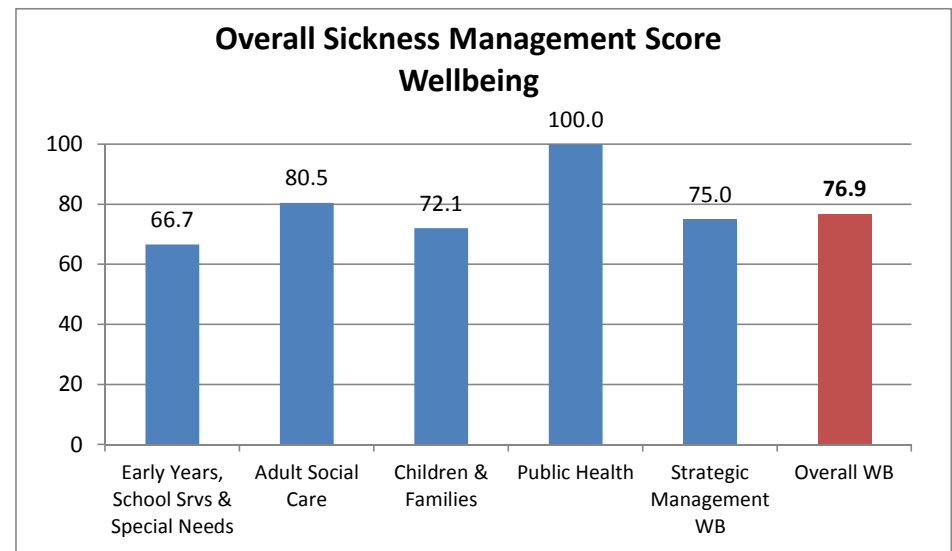
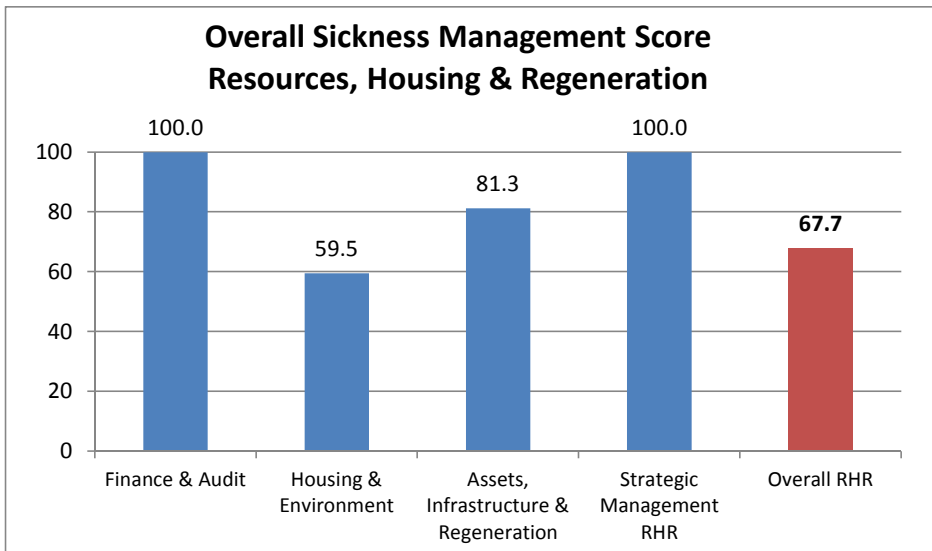
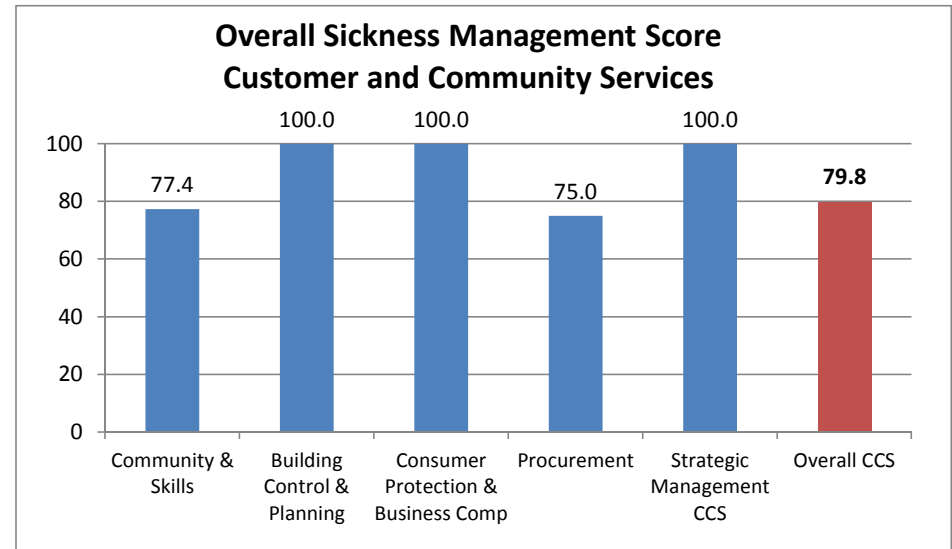
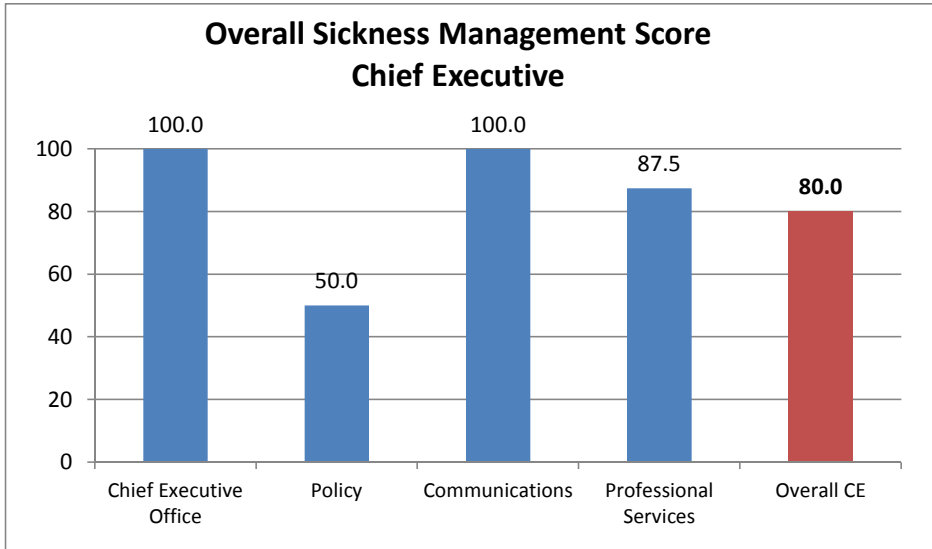
- 9.2 **Not Stated:** This accounts for nearly a quarter of our total days lost. As an Authority this reason is difficult to manage or monitor in terms of supporting employees. Managers are reminded to ensure that employees provide a reason for absence on their self certificates against one of the recognised codes and these needs to be challenged further as part of the return to work plan and at recording stage. Work is currently being undertaken with the departmental co-ordinators and Avarto to reduce the 'not stated' recording.

- 9.3 **Skeletal, Breaks and Sprains:** As previously reported the extra physiotherapy and back care clinics that had been provided for the Wellbeing Directorate were popular, although staff found it difficult to complete the full 4 week session due to the office cover requirements of the service they work in. The data demonstrates that the total number of days lost for this reason has reduced from 416.5 days in the previous quarter, it is still showing as one of the top 3 most common reasons for absence and further measures need to be identified to reduce this further.
- 9.4 **Infections:** 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. As previously reported Slough offer flu vaccinations to those staff that work with vulnerable clients however the take up of this measure was low last year. The Council is looking to implement a Smoke Free Council in April 2016 and it is recognised that people that smoke are more likely to suffer with chest or respiratory absences therefore this may reduce this figure if staff choose to give up smoking. However, as a whole the Council needs to continue to review this and consider ways to manage these absences in a timely fashion so that it does not impact on the performance of the authority.
- 9.5 Finally, information was requested at the last meeting in June for details of the Councils Occupational Health contract to be reported. We can confirm that the current OH contract is with OHWorks Ltd and was awarded for a fixed term of 3 years commencing July 2012 to July 2015; this has recently been extended until July 2016.
- 9.6 This contract is paid on an annual basic as a fixed price, which also has a risk and reward provision whereby an additional payment is made if the target is met for that year. Over the length of the contract, OH Works Ltd has met their target which was to reduce sickness levels by 2 days over the full 3 year term.

Overall Sickness Management Score per Division within the Directorates - April 2015

		Policy Score (50% Weighting)	Attending Course Score (25% Weighting)	Occupational Health Score (25% Weighting)	Total Score
Chief Executive	Chief Executive Office	-	-	-	100.0
	Policy	0.0	25.0	25.0	50.0
	Communications	-	25.0	-	100.0
	Professional Services	37.5	25.0	25.0	87.5
	Overall CE	30.0	25.0	25.0	80.0
Customer & Community Services	Community & Skills	28.3	25.0	24.1	77.4
	Building Control & Planning	50.0	25.0	25.0	100.0
	Consumer Protection & Business Comp	-	25.0	25.0	100.0
	Procurement	25.0	-	25.0	75.0
	Strategic Management CCS	-	-	-	100.0
	Overall CCS	30.3	25.0	24.5	79.8
Resources, Housing & Regeneration	Finance & Audit	50.0	25.0	25.0	100.0
	Housing & Environment	9.5	25.0	25.0	59.5
	Assets, Infrastructure & Regeneration	31.3	25.0	25.0	81.3
	Strategic Management RHR	-	-	-	100.0
	Overall RHR	17.7	25.0	25.0	67.7
Wellbeing	Early Years, School Srvs & Special Needs	16.7	25.0	25.0	66.7
	Adult Social Care	32.6	23.5	24.4	80.5
	Children & Families	23.7	23.9	24.5	72.1
	Public Health	50.0	25.0	25.0	100.0
	Strategic Management WB	25.0	-	25.0	75.0
	Overall WB	28.6	23.8	24.5	76.9
SBC Overall		26.9	24.3	24.6	75.7

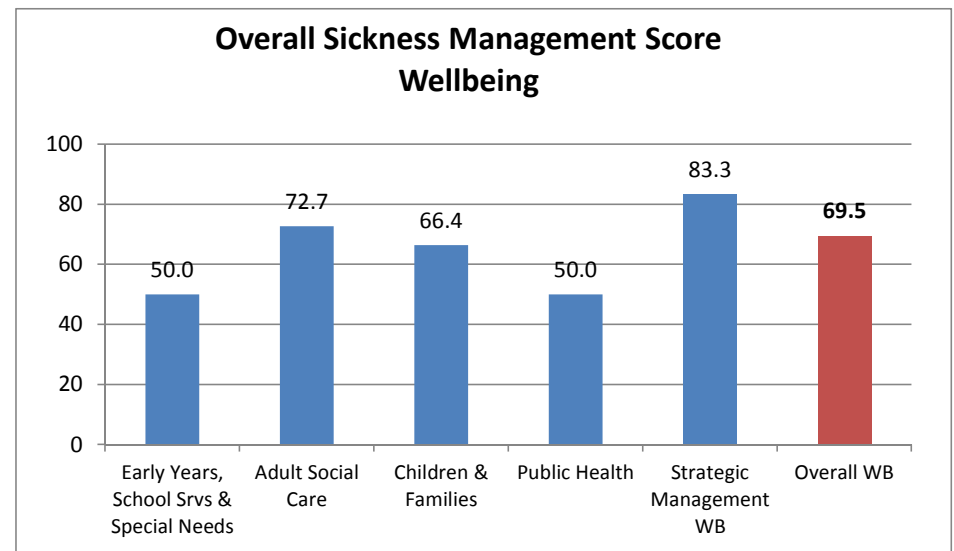
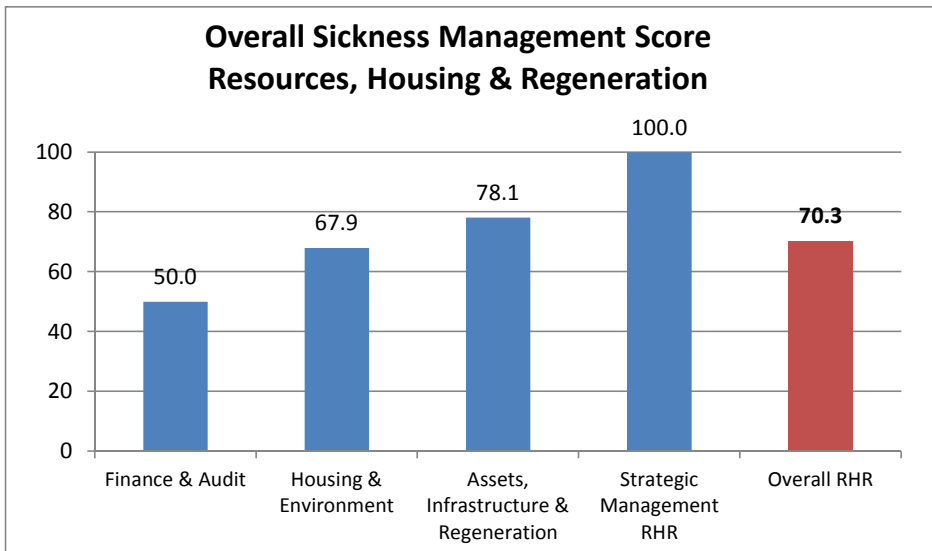
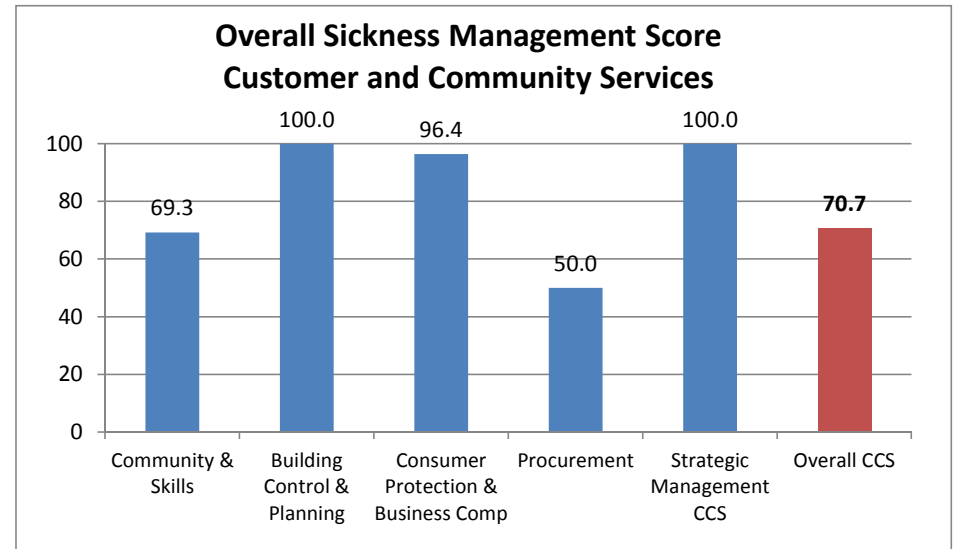
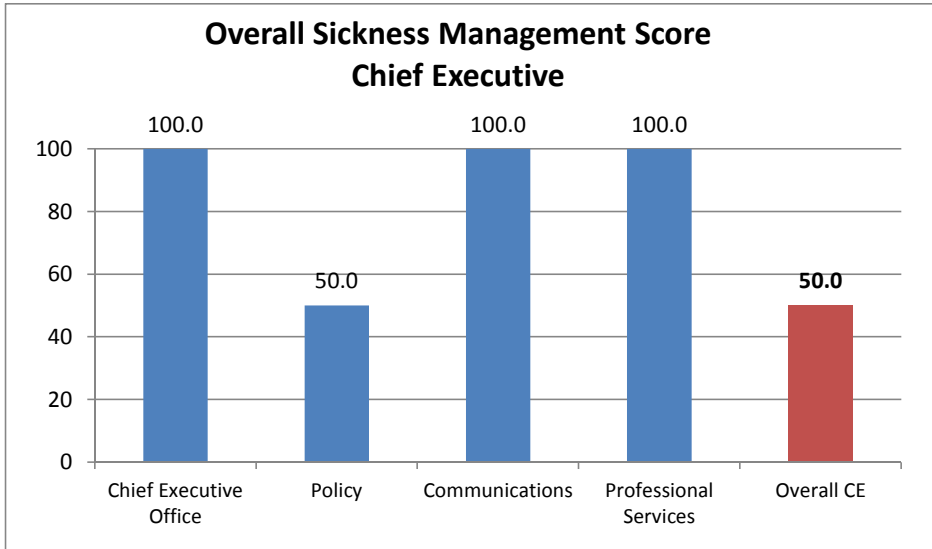
Overall Sickness Management Score per Division within the Directorates - April 2015



Overall Sickness Management Score per Division within the Directorates - June 2015

		Policy Score (50% Weighting)	Attending Course Score (25% Weighting)	Occupational Health Score (25% Weighting)	Total Score
Chief Executive	Chief Executive Office	-	-	-	100.0
	Policy	0.0	25.0	25.0	50.0
	Communications	-	25.0	-	100.0
	Professional Services	-	25.0	25.0	100.0
	Overall CE	0.0	25.0	25.0	50.0
Customer & Community Services	Community & Skills	20.0	25.0	24.3	69.3
	Building Control & Planning	50.0	25.0	25.0	100.0
	Consumer Protection & Business Comp	-	25.0	21.4	96.4
	Procurement	0.0	-	25.0	50.0
	Strategic Management CCS	-	-	-	100.0
	Overall CCS	22.2	25.0	23.5	70.7
Resources, Housing & Regeneration	Finance & Audit	0.0	25.0	-	50.0
	Housing & Environment	18.8	25.0	24.2	67.9
	Assets, Infrastructure & Regeneration	28.1	25.0	25.0	78.1
	Strategic Management RHR	-	-	-	100.0
	Overall RHR	20.9	25.0	24.4	70.3
Wellbeing	Early Years, School Srvs & Special Needs	0.0	25.0	25.0	50.0
	Adult Social Care	25.0	23.5	24.2	72.7
	Children & Families	18.3	23.9	24.2	66.4
	Public Health	0.0	25.0	25.0	50.0
	Strategic Management WB	33.3	-	25.0	83.3
	Overall WB	21.4	23.8	24.3	69.5
SBC Overall		21.2	24.3	24.2	69.7

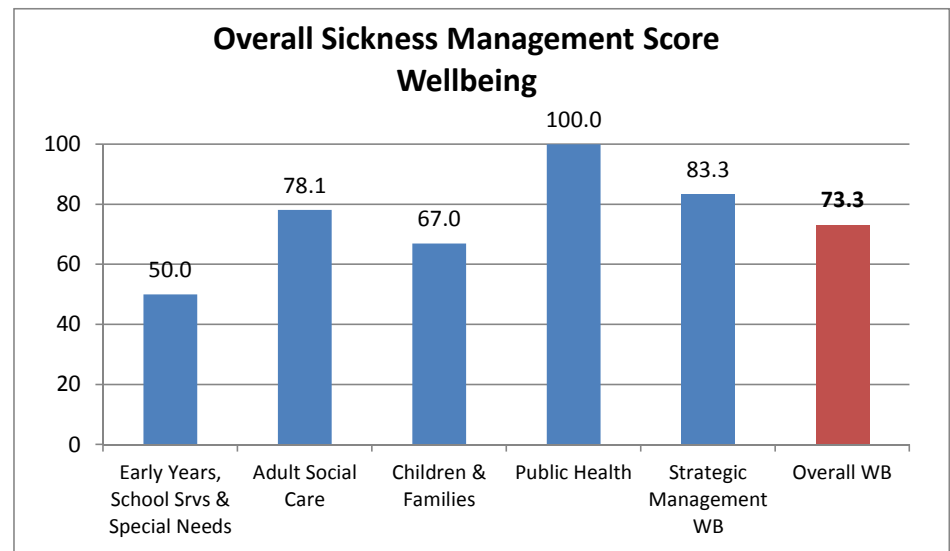
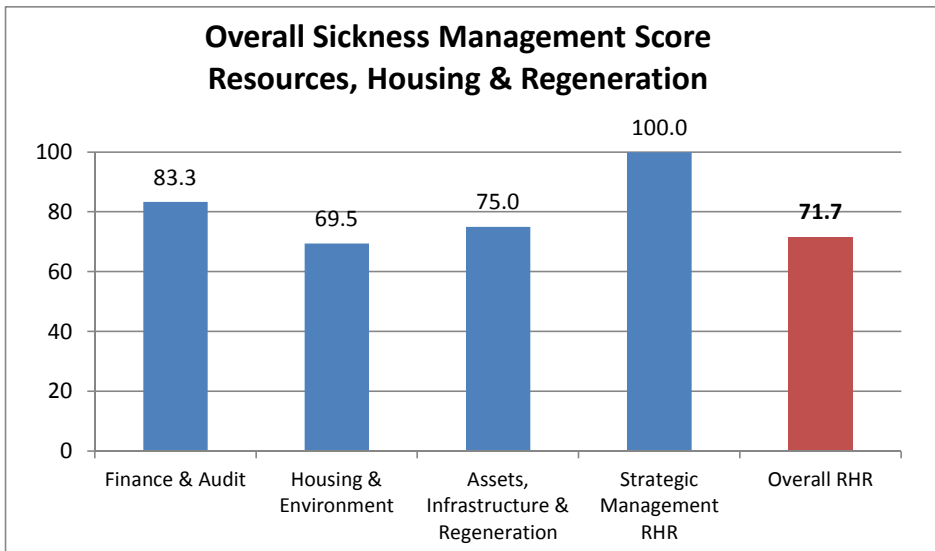
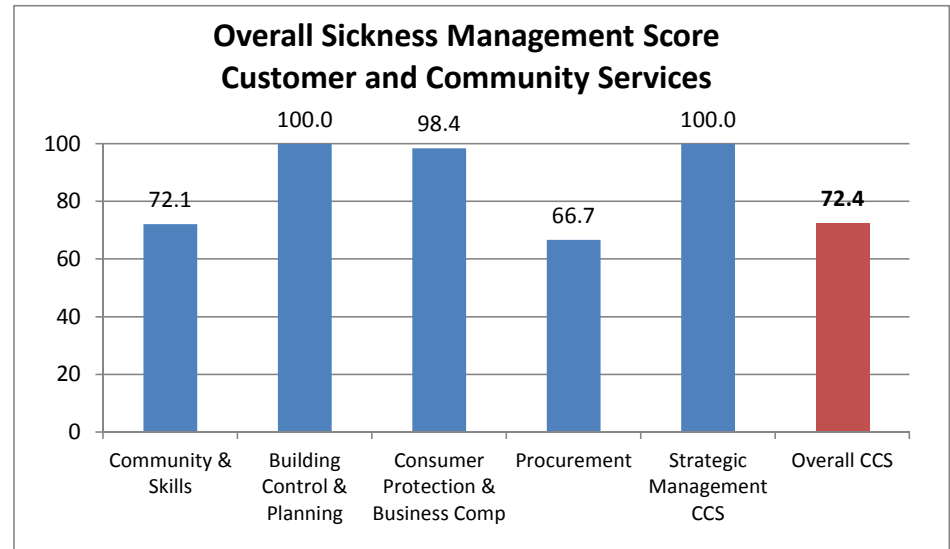
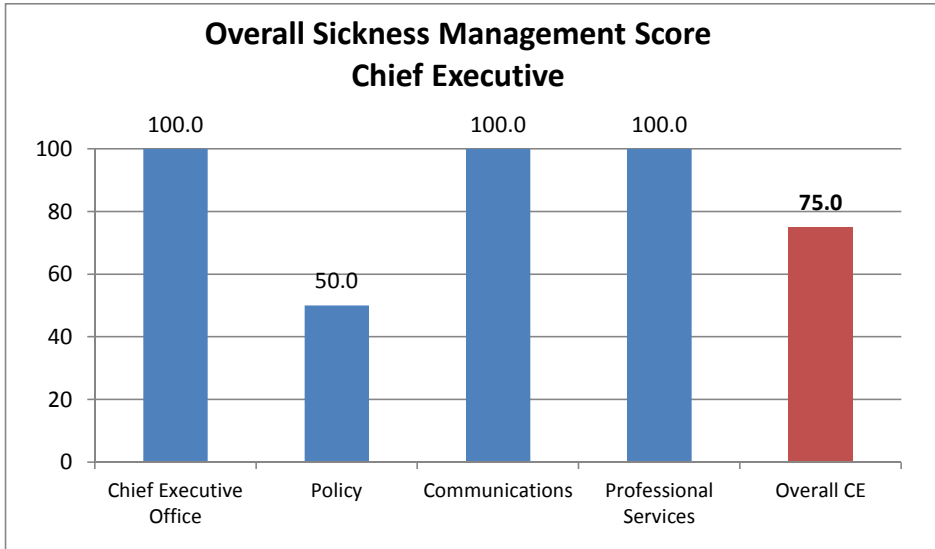
Overall Sickness Management Score per Division within the Directorates - June 2015



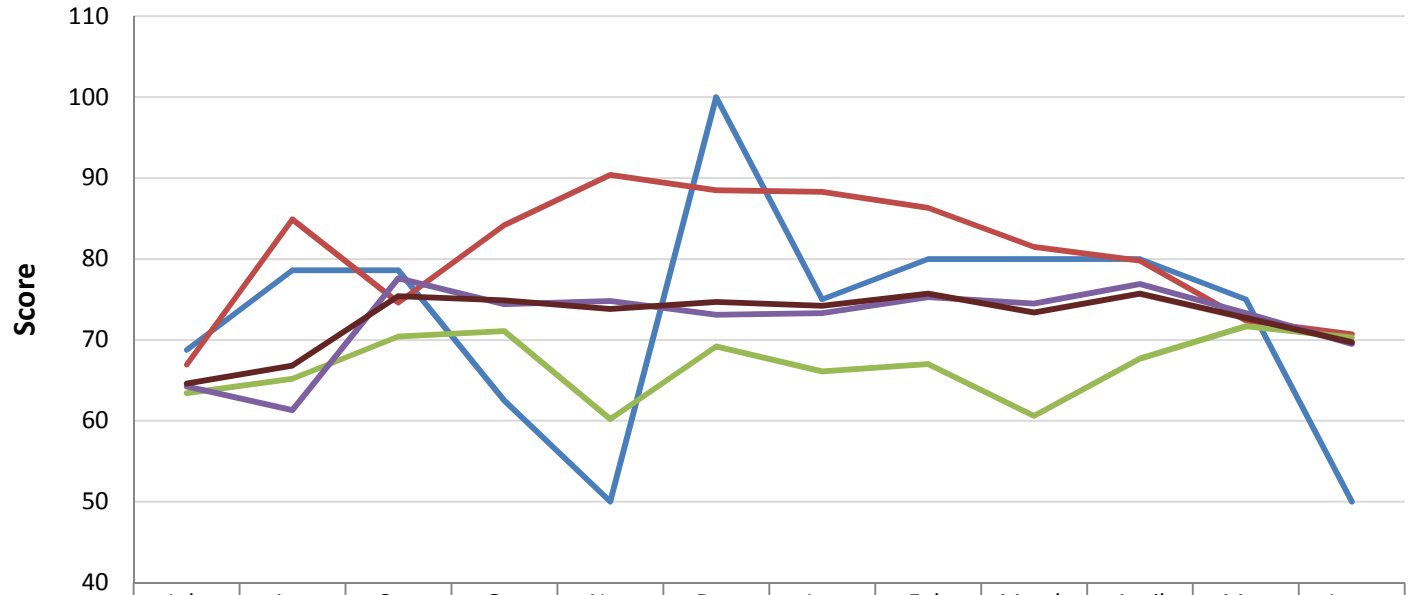
Overall Sickness Management Score per Division within the Directorates - May 2015

		Policy Score (50% Weighting)	Attending Course Score (25% Weighting)	Occupational Health Score (25% Weighting)	Total Score
Chief Executive	Chief Executive Office	-	-	-	100.0
	Policy	0.0	25.0	25.0	50.0
	Communications	-	25.0	-	100.0
	Professional Services	50.0	25.0	25.0	100.0
	Overall CE	25.0	25.0	25.0	75.0
Customer & Community Services	Community & Skills	22.9	25.0	24.2	72.1
	Building Control & Planning	50.0	25.0	25.0	100.0
	Consumer Protection & Business Comp	-	25.0	23.4	98.4
	Procurement	16.7	-	25.0	66.7
	Strategic Management CCS	-	-	-	100.0
	Overall CCS	23.3	25.0	24.1	72.4
Resources, Housing & Regeneration	Finance & Audit	33.3	25.0	-	83.3
	Housing & Environment	20.4	25.0	24.1	69.5
	Assets, Infrastructure & Regeneration	25.0	25.0	25.0	75.0
	Strategic Management RHR	-	-	-	100.0
	Overall RHR	22.4	25.0	24.4	71.7
Wellbeing	Early Years, School Srvs & Special Needs	0.0	25.0	-	50.0
	Adult Social Care	30.2	23.5	24.4	78.1
	Children & Families	18.6	23.9	24.5	67.0
	Public Health	50.0	25.0	25.0	100.0
	Strategic Management WB	33.3	-	25.0	83.3
	Overall WB	25.0	23.8	24.5	73.3
SBC Overall		24.0	24.3	24.4	72.7

Overall Sickness Management Score per Division within the Directorates - May 2015

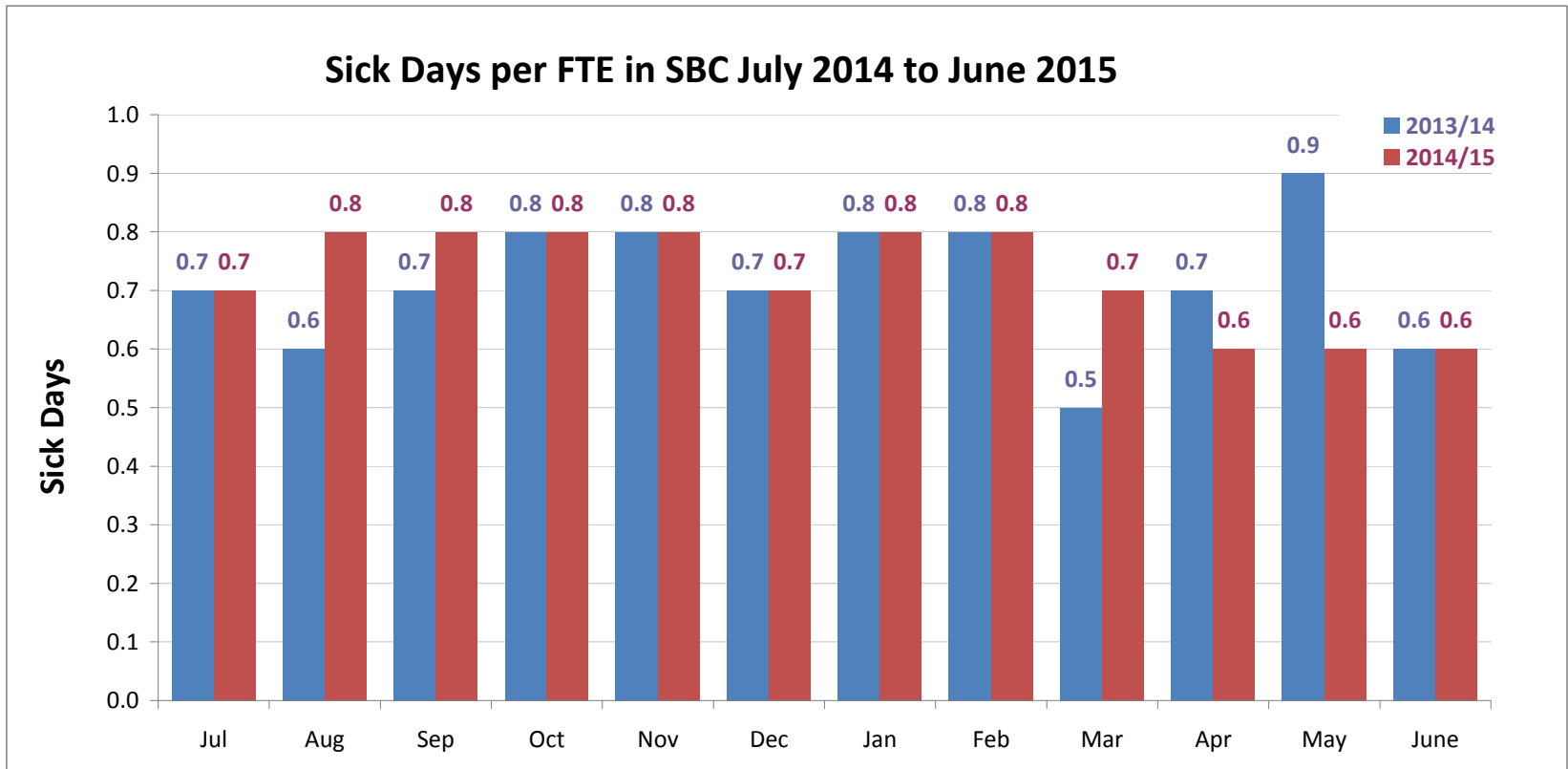


Overall Management Score July 2014 to June 2015



	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
CE	68.8	78.6	78.6	62.5	50.0	100.0	75.0	80.0	80.0	80.0	75.0	50.0
CCS	66.9	84.9	74.6	84.2	90.4	88.5	88.3	86.3	81.5	79.8	72.4	70.7
RHR	63.4	65.2	70.4	71.1	60.2	69.2	66.1	67.0	60.6	67.7	71.7	70.3
WB	64.3	61.3	77.6	74.4	74.8	73.1	73.3	75.3	74.5	76.9	73.3	69.5
SBC	64.6	66.8	75.4	74.9	73.8	74.7	74.2	75.7	73.4	75.7	72.7	69.7

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment and Appeals Committee

DATE: 20th October 2015

CONTACT OFFICER: Surjit Nagra, HR Business Partner,
(For All Enquiries) 01753 875727

WARD(S): All

PART I
FOR DECISION**UPDATED EMPLOYEE CODE OF CONDUCT****1. Purpose of Report**

- 1.1 This report outlines the Council's proposals for a revised Employee Code of Conduct (from hereon referred to as the code) to ensure alignment with the updated Members' Code of Conduct that was updated in 2012 subsequent to the Localism Act 2011.
- 1.2 The Code will be rolled out to all employees via an online training course to ensure delivery and will be a mandatory requirement to complete for all employees of the organisation.
- 1.3 Following the Code report submitted to employment and appeals committee on 23rd June 2015, Members asked that this be re-written to remove ambiguity on whether or not the code applies to contractors, consultants or volunteers. The wording within Section 1.3 of the policy has been revised to reflect that the Code applies to all listed therein thus the Code is being brought back to committee for their endorsement.
- 1.4 The endorsed Code would then be submitted for review by the Member Panel on the Constitution at its meeting on 10th November, before being put to Council for final approval at its meeting on 24th November.

2. Recommendations

- (i) That the updated code be endorsed for submission to the Member Panel on the Constitution.
- (ii) That the completion of the training on the code be mandatory for all employees of the Slough Borough Council.

3a. Slough Joint Wellbeing Strategy Priorities

The delivery of the Joint Wellbeing Strategy priorities is dependent on Slough Borough Council (SBC) continuing to serve residents and

businesses in the borough. By having organisation-wide transformation and managers and staff who are equipped to be innovative and flexible, the code allows SBC as an organisation to 'get fit' through organisational development for the future. It provides the guidelines to support the development of its workforce who in turn can improve service delivery to meet the increased demand for services from colleagues, residents and businesses.

3b. **Five Year Plan Outcomes**

The proposals will contribute to all the outcomes in the Five Year Plan because the code and accompanying training will be completed by staff who will enable:

- Slough to be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- the centre of Slough to be vibrant, providing business, living, and cultural opportunities
- Slough to be one of the safest places in the Thames Valley
- more people to take responsibility and manage their own health, care and support needs
- children and young people in Slough to be healthy, resilient and have positive life chances
- the Council's income and the value of its assets to be maximised
- the Council to be a leading digital transformation organisation

4. **Other Implications**

(a) Financial

No financial implications.

(b) Human Rights Act and Other Legal Implications

The code has been developed to align and comply with the Council's statutory duty under the Localism Act 2011 and the changes made to the Members Code of Conduct in 2012.

5. **Supporting Information**

- 5.1 The code has been updated to align with the changes made to the Members Code of Conduct in 2012. This is to ensure the Council maintains its duty of high standards of conduct for its employees as well as its elected and co-opted members.
- 5.2 The Council has taken the opportunity to improve its code, with a particular focus on clarity, simplified guidance and practical examples of implementation.

6. The Employee Code of Conduct

- 6.1 To complement the changes to the Members' Code of Conduct, the Council is adopting a revised code to govern the conduct of the employees of Slough Borough Council when acting in that capacity.
- 6.2 It is proposed that the revised code sets out content in a more logical format. The code has been drafted to ensure that the whole guidance is set out in one document and now consists of five parts:
- Introduction to the Employee Code of Conduct
 - Standard of behaviour
 - Protecting the council and employees
 - Ways of working
 - Reporting breaches of the code

8. Implementation of the revised code

- 8.1 Implementation of the revised code will require training for SBC officers. To help embed this new approach it is important to establish routines for referring to the code and embedding the principles as part of everyday council business.
- 8.2 An E-Learning course will be put together which will be rolled out to all employees of Slough Borough Council as mandatory training. To ensure training is completed, the automated report showing completion of the training course will be added to the current list of reports reviewed by CMT every month. Going forward, the course will become compulsory training for all new employees to complete as part of the induction training package.

The amended code is attached at Appendix A.

9. Conclusion

The code has been updated to align with the refreshed Members Code of Conduct 2012. It will enable SBC staff to work more effectively and efficiently and will ensure best practice in delivery of services. Therefore it is recommended that the revised code of conduct be endorsed for adoption and the associated training course for employees be implemented.

10. Appendices Attached

Appendix A - Employee Code of Conduct

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**Slough Borough Council
Employee Code of Conduct**

DRAFT

Slough Borough Council
Employee code of conduct
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1. Introduction

1.1 Overview

As an employee of the council, you are involved from basic to complex issues associated with the provision of community services. The way you carry out your duties must promote and maintain public confidence and trust in the work of the council and its employees.

Although there is no single set of rules that can answer all ethical questions, the council's code of conduct provides an ethical framework for the decisions, actions and behaviour of your work as a public official. If you find yourself in a situation where there is no clear agreement on what is 'the right thing to do', you can:

- discuss the situation with your line manager to work through the issues
- contact Human Resources for assistance

1.2 What is the code of conduct?

This code of conduct is designed to provide guidance about what is expected from you in your daily work and in your dealings with elected members, colleagues and the public. Also as the council's work is democratically controlled and open to public scrutiny and often sensitive, the council's success is dependent upon public confidence in its employees.

All council employees must be familiar with the code of conduct. This document forms part of your contract of employment and you are required to comply with its contents. Failure to do so may result in disciplinary action, which could include dismissal.

For this reason, it is important that you read the whole of this document and ask your manager or supervisor for clarification if there is anything in it that you don't understand and needs explaining. It will be assumed that you understand its contents and agree to comply with your contract of employment and all the rules and policies etc, to which it refers...

This code of conduct will:

- help you to understand how you can fulfil your ethical obligations in performing your role
- set clear expectations for your conduct as a public employee in the council
- provide guidance to help you deal properly with ethical issues you may encounter in your work.

1.3 Who does the code apply to?

The code applies to all employees and anyone acting as an employee of Slough Borough Council. The terms employee/s or member/s of staff should be taken to mean any individual/s employed by a council including those working both full time and part time on a permanent, temporary, fixed term or inward secondment basis.

The Code also applies to seasonal and casual workers, agency workers or volunteers, contractors or consultants who also carry out specific duties for the council.

Elected Members have their own code of conduct.

Breaches of the code and standards set by the council may result in disciplinary action.

If you are unsure about any aspect of the code, please raise it with your manager or supervisor at the earliest opportunity.

1.4 What does the council expect from you?

The council exists to provide services to the public.

All these services are delivered by people - the council's employees. For the council to run efficiently, it is important that you understand your work and your responsibilities whilst at work. You also need to understand how your activities outside work may affect your ability to do your work during working hours.

In summary, you are required to:

- Attend work in a condition where you are able to carry out your duties safely and effectively.
- Act honestly.
- Act with dignity and treat all others with dignity and respect.
- Work in accordance with the terms and conditions of your contract of employment and job description.
- Understand and apply the council's rules, policies and procedures.

1.5 What you can expect from the council:

So that you are clear about your responsibilities, the council has various rules, procedures and policies that affect all employees. Some of these are governed by law and others that are specific to the council. There may also be very particular rules, requirements or codes that apply to your job or work area which you will have been told about before you start work. You will be advised should these rules or procedures change during your working life with the council.

In summary, you are required to:

- You are clear about what is expected of you
- You have a safe and healthy working environment
- You have a work environment that is free from discrimination, harassment or bullying
- You are offered relevant training and development opportunities, within available resources

1.6 Where can you find details of the policies, procedures and standards that apply to you?

The various sections of this document summarise the council's key policies and procedures in respect of behaviour and the ways in which you are required to work.

If you are affected by any of the policies contained in this document or you are in any doubt about how they apply to you, you should always refer to the detailed rules or the policies and procedures in full available on the SBC Insite or a paper copy from your line manager.

2. Standards of behaviour

2.1 Workplace behaviour and personal conduct

You should treat colleagues, elected Members and members of the public with dignity and respect.

Verbal conduct

Avoid language which is offensive, abusive, sexually suggestive, aggressive or designed to intimidate. This applies when talking to or about colleagues / the community / Members. You must also avoid unreasonable derogatory remarks, unwelcome flirting or sexual advances and malicious gossip. You should be sensitive in your use of language and the ways in which you communicate. Equally you should avoid being over-sensitive to idiomatic expressions or the etymology of words which are in current usage where these are not generally regarded as offensive.

English is the operational language of the council and you should avoid using other languages in the workplace if it deliberately excludes other colleagues as it could lead to accusations of favouritism or bias against you.

You can liaise with a service user in their mother tongue if they do not speak English for ease of communication

Non-verbal conduct

You need to be aware of the effect of non-verbal conduct on others. You must not display offensive pictures or objects or written material (including slogans on clothing), graffiti, badges or designs. You must also not make sexually suggestive gestures, behave in ways likely to offend common decency or adopt physically threatening or aggressive poses.

Misuse of position and power

You should responsibly hold position and power and not encourage inappropriate or offensive behaviour / conversations with or about or to colleagues / community / Members. It should be recognised that power, held by individuals and groups, can be derived not only from status (e.g. management positions) but also from age, length of service, physical strength, social popularity, strength of a group etc. Abuse of position of power can include bullying, excluding someone from conversation, from full participation at work or restricting work or development opportunities. If you are concerned about the behaviour of a customer or colleague towards you, please refer to the [dignity at work code of practice](#).

For example:

- offensive, abusive, belittling or threatening behaviour directed at an individual or group is unacceptable
- when dealing with aggressive or agitated customers, you should deal with the person without aggression or bias.
- you must not engage in any behaviour of a sexual nature that is unwelcome as it is unacceptable and unlawful conduct such as leers, suggestive notes or e-mails, innuendo, or touching

2.2 Grievances

If you have a concern or grievance in relation to certain aspects of your employment then you can use the grievance procedure. This provides an opportunity for you to formally lodge a grievance that has not been resolved through the [dignity at work informal stage for bullying and harassment](#). Any employee who submits a grievance in good faith will not suffer any adverse consequences as a result of submitting the grievance. See [grievances](#) page and [dignity at work code of practice](#) for further information.

2.3 Reporting absence

If you are unable to attend work for any reason, you must advise your manager as soon as possible. In the specific case of sickness absence, to enable your manager, you must advise your manager to make alternative arrangements for your work to be covered. Further information is available in the council's [Sickness Absence Policy](#).

2.4 Misconduct

The code of conduct guides and assists employees acting in good faith. If, in your decisions, actions or conduct you wilfully fail to comply with the standards outlined in the code of conduct, you will be guilty of misconduct and are likely to fall subject to disciplinary action, which could include dismissal. Refer to [council's disciplinary policy & procedure](#) for further information.

2.5 Learning and development

You are obliged to participate in relevant learning and development opportunities to develop the skills and knowledge necessary to perform your job and to enhance the delivery of services to the community.

You should seek feedback on your work performance and reasonably engage in any plans for improving your work performance with your line manager.

2.6 Alcohol and drugs

You must not consume alcohol, use illicit drugs or other illegal substances while at work. You must also ensure that the use of any of them does not adversely affect the work performance and safety of yourself or others and does not bring the council into disrepute.

Similarly, if you are taking legally prescribed or over-the-counter drugs, you must ensure that their use does not adversely affect your work performance and the safety of yourself and others.

If you are a supervisor or manager, you will need to consider the options available for assisting employees who are required to take legally prescribed drugs and whose level of performance has been impaired. In these circumstances, a risk assessment should be undertaken with the assistance of the occupational health service and seeking HR advice.

Further guidance is available in the council's [drug and alcohol policy](#).

For example, if you are:

- On call, you should not consume alcohol in the event that you are recalled to work.
- Taking prescribed medication, you should ensure you are well aware of any side effects that may impair your ability to do your job.

2.7 Health, safety and well-being

You have a personal and legal responsibility under the Health and Safety at Work Act 1974 for yourself, colleagues and visitors to the council's buildings and premises.

These responsibilities are identified in the [council's health and safety policy](#). In summary, the policy states that you must:

- look after the health and safety of yourself and others who may be affected by your actions or failure to carry out certain actions at work
- co-operate with your manager, attend training sessions, carry out reasonable instructions

Any activity that presents a significant risk to the health, safety or well-being of an employee or other person must have been subject to a written risk assessment. This is a tool which managers must use to determine the safest and best way of carrying out the work, including appropriate training, personal protective equipment etc. Appropriate safety controls should

all be summarised on the risk assessment or safe system of work procedure and provided to the relevant employees.

You must follow the resulting safe system of work to ensure your safety and that of others is not put at risk. If these are not in place, speak to your manager in the first instance or your Health and Safety adviser.

For example, you must:

- comply with the instructions given for workplace health and safety at the workplace by the council
- use personal protective equipment if the equipment is provided and you have been properly instructed to use it
- not wilfully or recklessly interfere with or misuse anything provided for workplace health and safety at the workplace
- not wilfully place at risk the health and safety of any person at the workplace
- not wilfully injure yourself
- report to your supervisor any workplace hazards that cannot be immediately rectified.
- ensure that you comply in practice with any guidelines given for performing manual handling tasks
- take all reasonable steps to ensure that employees you supervise are following guidelines and have access to job-specific training

3. Protecting the council and employees

3.1 Other employment

Your contract of employment prevents you from undertaking other employment without the written permission of your manager and department director in advance.

It is important that you ensure that any additional employment does not conflict with the interests of the council or affect your ability and credibility to do your job or attendance at work. You must also ensure that council time and resources are not utilised in connection with any approved private employment and adhere to not portraying yourself as employee or agent of the council when undertaking private work.

All staff must complete the [electronic declaration of interest](#) form annually or when their circumstances change.

3.2 Use of authority

You should not use your official position, status, powers or authority to seek to improperly influence a decision or action.

You are expected to provide honest, impartial and comprehensive advice regardless of your personal assessment on a matter. If your personal views conflict with the performance of your official duties or if you believe that you cannot act impartially, you should contact your line manager and attempt to resolve the conflict.

When requested, you are expected to provide Members, the chief executive, line managers and co-workers with advice which is independent based on an accurate representation of the facts and as comprehensive as possible.

When exercising a discretionary power, you should ensure that the power is being used properly, impartially, equitably and is consistent with relevant legislation, delegations, procedures or guidelines. In exercising any power associated with your employment, you must ensure that you are either statutorily authorised to do so or that you have been delegated the power by a person with the necessary authority to issue the delegation.

3.3 Conduct outside working time

Generally, what you do outside work is your own personal concern, but you should avoid doing anything that might adversely affect the reputation of the council or bring the council into disrepute. In your official capacity (as a council employee) or personal capacity, you must not allow your personal interests to conflict with the council's requirements or use your position to improperly confer an advantage or disadvantage on any person. If you are not sure whether or how this may affect you in your council role, speak to your manager.

For example, you should not:

- Use your status or position to obtain a transfer, promotion, advancement or appointment for yourself or another person or to improperly influence a selection process.
- Falsify or improperly edit or destroy official records.
- Seek to obtain a more favoured status for a funding application or for services to a particular stakeholder.
- Instruct an employer to do any of the above

3.4 Social media

There is popularity and use of social media websites such as blogs, YouTube, Facebook and Twitter. These are useful tools for communicating and engaging with the public and are already being used by some employees for this purpose. You must make sure that your use of and participation in, social media websites does not bring the council into disrepute, or breach your obligations under the employee code of conduct. You are advised that you must not post derogatory remarks / statements about the council on social media sites.

You should also follow the council's internet usage policy, which contains detailed provisions on the use of the council's information systems and IT facilities for both council related activities and personal use. These policies are intended to set the standards of behaviour expected from employees in relation to their use of social media websites.

In general your private interests must not have the potential for allegations of impropriety or partiality to bring the council into disrepute. This includes standards of behaviour outside the working environment and in the use of social media in relation to elected members, fellow officers and the general public.

3.5 Public comment on council policy and administration

'Public comment' in this section includes public speaking engagements, comments on radio and television, letters to newspapers, and expressing views in books, journals or notices if it is expected that the comments will spread to the community at large.

All media requests for information and enquiries that relate to policy and procedures or operational activities must be referred to the council's communications team. The council procedure should be followed in these instances.

When making authorised public comment in an official capacity, you must:

- ensure it is part of your official role
- not misrepresent the facts concerning government or council policy or administration
- comply with the confidential information provisions of the Data Protection Act

In your capacity as a private citizen, you have the same rights as any other member of the public to openly discuss or comment on community and social issues. However, there are some circumstances where you may still need to take care in making such comments. For

example, a situation could arise when public comment, although made in a private capacity, may appear to be an official comment on behalf of the council. In such circumstances you should indicate clearly that your comment is made in a private capacity and does not represent the official view of the council.

It is your responsibility to take all reasonable steps to ensure that any comment will be understood as representing your personal views as a private citizen. If you are a workplace representative of a trade union or professional association, you should ensure that when you make public comment, it is clear that comment is made on behalf of the union or association you represent and not the council.

3.6 Financial commitments

As a council employee we expect you to honour all financial commitments and fees payable to the council. As a council employee, it is particularly important that council tax, rents and other money payable to the council are settled promptly. Failure to pay money owed to the council undermines your integrity as a council officer and may lead to disciplinary action in addition to civil or criminal action.

3.7 Criminal charges and convictions

The council requires all applicants for jobs to disclose all contraventions of, or failures to comply with, any provisions of law, whether committed in the UK or elsewhere, unless the Rehabilitation of Offenders Act applies and the rehabilitation period has expired. In some circumstances, Disclosure and Barring Service checks are conducted on all successful applicants for certain positions in the council.

Once you are an employee and during your course of employment with the council, you must notify the council in writing if you are charged with any offence or if you are convicted of any offence. If you are charged with an offence, the notice must be given immediately after you are charged (i.e. next working day). If you are convicted of any offence, the notification must be given immediately after you are convicted (i.e. next working day). It should be noted that the term "conviction" includes a finding of guilt, regardless of whether or not a conviction is recorded. Failure to notify the council in either case will constitute grounds for disciplinary action.

3.8 Use of council property, facilities and equipment

Council facilities are to be used for the council's business and for no other purpose unless you have your director's (or their nominees) permission beforehand.

Reasonable personal use of telephones, photocopiers, computers and faxes is allowed provided you have been authorised to do so by your manager. However, no private work may be carried out in the council's time, or on the council's premises or with the use of the council's equipment.

The council allows reasonable, non-official use of internet and email, as long as individual or service performance is not compromised or adversely affected as a result. Your line manager can provide you with clarification as to what constitutes reasonable, non-official use. However, as a general rule, such use should be restricted to outside of working hours, during lunch breaks etc. Please see [Internet Usage Policy](#) for further information.

Misuse or damage to council property is regarded as a very serious matter and dealt with through the council [disciplinary procedure](#).

3.9 Dealing with the council's money

You must ensure that you use public funds and resources entrusted to you in a responsible, honest and lawful manner. You should strive to ensure value for money to the local community and to avoid legal challenge to the council.

Should you have responsibility for budgets and/or purchasing, you must ensure that you understand and comply with the [council's financial procedure rules](#).

When committing council money, you must ensure that there is an approved budget for such expenditure and that the expenditure is within the limits that you are personally authorised to incur.

If you are involved in the tendering process and dealing with contractors, you must be very clear on the separation of client and contractor roles within the council.

There is a zero tolerance approach towards fraud, corruption and theft. The council has an obligation to ensure the authority is not put at risk of money laundering whether its from an external or an internal source; therefore if you have any suspicions regarding the source of any funding you are receiving on behalf of the authority you must seek advice from the Corporate Fraud and Investigations team. For example, if someone is trying to pay for something the authority is providing in a large amount of cash and you suspect the person handing the funds to the council may have obtained it through any criminal activity.

Further details on how this is dealt with can be seen on the [corporate fraud and investigations](#) page on the intranet.

3.10 Conflict of Interest

If a conflict occurs between your private interests and public duties you must resolve the conflict in favour of your public duties. You must complete annually the electronic declaration of interest form or when your circumstances change. On the form you must declare any personal or immediate family private interests that may give rise to a conflict of interest with your official duties, particularly if you are involved in making decisions affecting contracting, tendering or regulatory functions.

Examples of conflicts (or perceived conflicts) between personal interests and public duties that should be declared and in some cases avoided include:

- employees in positions that could influence or be perceived to influence, funding allocations, accepting appointments to executive or management positions in organisations that receive or seek to receive funding from the Council
- staff who have access to Council computer databases of customers\updating their own personal records or those of close relatives
- as a purchasing officer liaising with a supplier who employs one of your close relatives
- employees being contracted to provide services to the Council outside of their paid employment
- generating work which involves travel to provide an opportunity to visit friends
- a supervisor who is in a position to approve higher duties or provide other benefits to a subordinate where a close personal relationship exists (such as a partner or family member or close personal friend)
- involvement with an interview panel when a relationship exists with one of the applicants

3.11 Gifts, favours, hospitality and sponsorship

As a council officer, you may be in situations where you are offered gifts or hospitality which could include:-

- meals and/or drinks
- invitations to social or other events
- gifts (monetary or otherwise)
- favours or services in kind

You are strongly advised to refuse or return any gifts, hospitality or other favours from persons inside or outside the council. When declining a gift or hospitality you should courteously but firmly inform those making the offer of the procedures and standards operating within the council.

Where the refusal of an unsolicited gift may cause offence, the gift may be donated to the Mayor's official charity and the donor informed accordingly in writing.

It is also an offence to accept any gift or consideration in the knowledge or belief that it is intended as inducement or reward, whether the employee receiving it is influenced or not. If you are considering acceptance, discuss it with your line manager before doing so. Any gifts not refused must be used communally for the benefit of the service or facility as a whole or donated to charitable or community use. In addition staff dealing with planning applications or the provision of other services to individuals should never accept gifts or hospitality.

Before accepting a gift or hospitality staff should consider –

- the timing of decisions for letting contracts for which the provider may be bidding (under no circumstances should gifts or hospitality be accepted from a contractor during a tendering period)
- whether the gift or hospitality is appropriate e.g. an inexpensive promotional pen or diary may be accepted but more expensive items, such as a bottle of whisky, must be declined.
- similarly, lunch at on-site cafeterias or invitations to local cultural events as a representative of the council may be appropriate whereas invitations to prestigious sporting events, theatre tickets or personal invitations where you are not attending in an official capacity are not appropriate

The process for registering gifts, favours and hospitality is to report it immediately to your director whether or not you plan to accept it. Your director may decide that acceptance is not appropriate. Having reported the offer you should complete the register of gifts and hospitality maintained by your director.

The following information will be recorded:-

- the person or body making the offer
- the member of staff to whom the offer was made
- the gift or hospitality offered
- the circumstances in which the offer was made
- the action taken by the member of staff concerned
- the action taken (if any) by the director

The chief executive and monitoring officer and assistant director of Human Resources may have access to every register. Every member of staff is entitled to see what is recorded in the register against their name and the general public can apply for access to the register from the council's Monitoring Officer.

Vulnerable clients

Staff dealing with vulnerable clients such as care workers and home helps must inform their director in writing of any gifts from clients or their relatives/friends. These must not be accepted without the prior written approval of the director. Staff in such circumstances should never accept personal gifts from their clients.

Officers dealing with planning applications should never accept gifts or hospitality from a planning applicant nor from their agent.

Where an outside organisation wishes or is seeking to sponsor a local government activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.

3.13 Political, professional and trade union activity

Employees in politically restricted posts are unable to undertake certain political activities within the following broad categories:-

- writing or speaking publicly on politically controversial issues
- canvassing at any election on behalf of a political party or at elections for councillors' MPs or MEPs
- holding office in any political party
- publicly declaring yourself a candidate for councillor, MP or MEP

The ban on seeking elected office is written into the rules governing who is eligible for election. The ban on political activities is incorporated into individual contracts of employment. The employees holding the following posts should be politically restricted:-

- employees in posts paid at or above spinal column point 44
- employees giving regular advice to committees or sub-committees
- employees who regularly speak to journalists or broadcasters on behalf of the council

A list of politically restricted and sensitive posts approved by the council is held by Human Resources.

Under the Local Government (Political Restrictions) Regulations 1990, the failure of a postholder holding a politically restricted post to comply with the restriction will result in disciplinary action being taken on the grounds of misconduct.

Employees DO NOT need approval to undertake voluntary work or work for trade unions or political parties (subject to the provisions of the 1989 Local Government Housing Act), provided this work does not conflict with or react detrimentally to the council's interests as outlined above.

The council may not give approval if the additional employment:-

- places the employee in a position where their duties and private interests may conflict
- affects the employee's health or ability to maintain acceptable standards of work
- might weaken public confidence in the Council's conduct of business
- involves the employee being in direct competition with the council for work / contracts

3.14 Information disclosure and confidentiality

As a council employee, you may obtain information that has not been made public and is still confidential. You must never disclose information given in confidence by anyone, or information acquired which you believe is of a confidential nature, without the consent of a person authorised to give it or unless you are required to by law.

You must not prevent another person from gaining access to information to which that person is entitled by law. You must not disclose confidential information for your own personal use or for use by anyone else known to you, or to the disadvantage or the discredit of the council or anyone else.

You must always observe the provisions of the Data Protection Act 1998, the Freedom of Information Act 2000 and the council's procedures for the release of personal information held about other employees or members of the public. Breach of confidentiality may be considered a disciplinary offence, which could result in dismissal. Please see [Data Protection](#) page on the intranet for further information.

When you leave your employment with the council, you must still respect the confidentiality of official information that may have been available to you in the course of your duties and not use this information for private, commercial or political gain.

3.15 Intellectual property

Intellectual property is a legal term that refers to the rights and obligations received and granted, including copyright. Ownership of intellectual property is determined by considering the circumstances in which it was conceived and developed. The council owns the copyright in material made by, or under its direction. Whether you are an employee or a contractor, copyright in material you produce in the course of your work belongs to the council, unless otherwise explicitly provided for in your contract of employment. These should not be removed from council premises or passed on to a third party without express consent of the council.

3.16 Security

You must visibly display your identification badge at all times while you are on any council premises. All employees are required to challenge anyone in an employee and/or secure area of the council's premises without either an employee ID or visitor's badge. You must not allow any individual not displaying an ID badge to follow ("tailgate") you into any secure area of the council's premises.

If you come to work without your badge, you must report to the nearest customer services point to collect and use a temporary replacement. If you lose your ID badge, you must report it immediately to your manager.

If you have a visitor coming to see you at the council's premises, you must follow the visitor arrangements and ensure that they wear their badge at all times.

4. Ways of working

4.1 Managerial roles and responsibilities

As a manager, you have a responsibility to set a good example for employees through your own behaviour and attitudes, especially in relation to upholding the ethical principles, obligations and standards as set in this code of conduct.

- you should ensure that employees understand performance standards expected from them and objectively assess their performance against these standards

- you must ensure that relevant legislation, delegations, and council policies and procedures are accessible to all employees in your workgroup
- you should ensure that all employees who report to you are familiar with the requirements and objectives of their job, and have access to the information, training, supervision, feedback and work conditions needed to achieve them
- you should be honest and objective in reporting the skills and qualities of employees in testimonials; references and performance reports, ensuring your decisions can be substantiated against objective standards and indicators
- you are required to act promptly, thoroughly and fairly when responding to, or investigating grievances and reports of breaches of the code of conduct

To avoid any accusation of bias, you must not be involved in the appointment of any applicant if you are a relative or friend to them. Similarly, you must not be involved in decisions relating to discipline promotion or pay adjustments for any employee who is a relative, partner or friend. If you are in any doubt, you should discuss the matter with your manager.

You should ensure your leadership and management style:

- is based on open, honest and thorough communication
- provides for optimum working conditions within the resources available to you
- supports positive performance management processes, including access to related learning and development opportunities for employees
- supports the right of employees to engage in open dialogue with you, and to pursue relevant conflict and grievance management options when issues arise

4.2 Following instructions

You are expected to follow all reasonable and lawful instructions related to your work given by a person with the authority to issue such instructions.

You should accept that you may not personally agree with all decisions made by your manager.

You may refuse to comply with an instruction that appears to be unlawful and report the matter to an appropriate senior officer.

You should tell the person giving an unreasonable instruction that the instruction is, in your view, unreasonable and allow them the opportunity to respond. In the interim, you are generally required to carry out the instruction unless:

- there is a danger to a person's health and safety or
- a conflict of interest may exist or
- it does not comply with council policy and practice

Managers must be able to justify their instructions and decisions in line with their delegations, authority, and Council policies and procedures, and be open and respond promptly to constructive questions.

4.3 Working with councillors

Mutual respect between employees and councillors is essential to good local government. Close personal familiarity between employees and elected Members can damage the relationship and cause embarrassment to other employees. Such familiarity should be avoided. The council has agreed a Member / officer protocol that councillors and officers must comply with. Councillors have their own code of conduct that they are also required to comply with.

4.4 Working with local community and service users

You should always remember your responsibilities to the community you serve and should provide courteous, efficient and impartial service delivery to all groups and individuals within the community. You are required to be familiar with and implement the council's policies on customer focus and equalities. You must ensure the principles within those policies and those of individual departments are followed when liaising with the local community / services users and / or talking about them both internally and externally.

4.5 Working with colleagues

The council expects relationships between work colleagues (including those between managers and team members) to be supportive, co-operative and respectful. This applies to all employees including those engaged as trainees / NVQ / work placements / students, temporary staff and volunteers. You should behave in a way that enhances the performance and well-being of others and the effectiveness of council services.

Unauthorized absences, neglect of duty, disobedience of orders and insubordination are all examples of unacceptable behaviour. Issues like these will be treated seriously and will result in action under the Council's [disciplinary policy and procedure](#).

Employees should not have managerial responsibility for those with whom they have close private relationships (e.g. partners and family). If such a relationship arises, during the course of your employment, it must be declared to your Director.

If employees find themselves being treated other than in a professional and respectful manner they should initially seek assistance from their line manager. If this is not possible or the problem is not resolved then redress can be sought through the council's [grievance procedure](#), or [dignity at work](#) policy. Employees must not confuse this with legitimate management of their performance by their manager, which is a necessary feature of any effective organisation.

4.6 Working with contractors

You are expected to develop effective co-operative working relationships with contractors, suppliers and service partners and behave in a professional manner. All relationships of a business or private nature with external contractors, or potential contractors, should be recorded in the electronic declaration of interest form. Orders and contracts must be awarded in accordance with the Council's [procurement process](#). No special favour in the tendering process must be shown to businesses run by, for example, friends, partners, or relatives. No part of the local community must be discriminated against.

4.7 Dress Standards

Your dress style must reflect appropriate workplace health, safety and security considerations applicable to your job and work environment. See [dress code policy](#) for further information.

5. Breaches of the Code and Whistleblowing

If you are concerned about any practice you see in the council which you think conflicts with the code of conduct, you should obtain advice from your manager, Trade Union representative, or any other appropriate person as identified in the council's policies referred to in the code of conduct.

The Public Interests Disclosures Act 1998 and the council's whistleblowing policy provide safeguards for employees and public officials who disclose unlawful and improper conduct including breaches of this code. The council recognises decision to report a concern can be

difficult one to make because of fear of reprisal from those responsible for the malpractice and the council will not tolerate harassment or victimisation. It will take appropriate action to protect those who raise a concern in good faith.

Disclosures might be about:

- incorrect administration
- negligent or improper management affecting public funds
- official misconduct including fraud, corrupt and dangerous/improper behaviour

Failure to do so could implicate you in the misconduct. Public interest disclosures should be made directly to the Monitoring Officer.

Any suspicion of money laundering must be reported in the first instance to the council section 151 Office. See [whistleblowing page](#) for further information.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 20 October 2015

CONTACT OFFICER: Surjit Nagra, OD / HR Business Partner, Chief Executive
Directorate

(For all enquiries) 01753 (87)5727

WARD(S): All

PART 1**FOR INFORMATION****IMPLEMENTATION OF A NEW FINANCIAL AND HUMAN RESOURCES SYSTEM****1 Purpose of Report**

The purpose of the report is to provide members of this Committee with an update on the implementation of the new Financial and Human Resources System (ERP – Enterprise Resource Planning) solution for SBC. The Product of choice is Agresso Business World which has been delivered by Unit4 Business Software Ltd.

2 Recommendation(s)/Proposed Action

The Committee is requested to note the contents of this report.

3. Supporting Information**Background**

- 3.1 SBC is currently operating two separate systems for Finance and HR which currently integrate very loosely. These two systems are critical in ensuring that timely, reliable and accurate data is available to support services within the Council.
- 3.2 Both of these systems have their own issues which is affecting their ability to provide meaningful information for services. For example, the HR System, which is provided by Frontier, has not kept pace with new releases due to impending decisions on seeking a new HR / Payroll system. There is very little self-service functionality within the current system, which was implemented for payroll in 2000 and for HR in 2004. The lack of self-service and quick reporting processes often undermines the information that the system produces as it is a) not timely and b) driven by much manual interpretation which makes the reports more open to error. This in turn creates an in-built inefficiency into the work of both Council and Arvato staff (as the provider of transactional HR services).

3.3 Similarly, the Finance System, which is provided by Oracle, is currently out of support. Whilst carrying out an Oracle and Frontier upgrade was considered, it was felt that this would not have delivered real business benefits, and the cost / time was far more excessive than implementing an integrated ERP solution.

3.4 The Project was commissioned in March 2015 and is scheduled to be launched in 2 phases as follows:

- The first phase of the Project is to deliver the Finance and Procurement element of the system which is due for go live at the end of 2015.
- The second phase of the Programme will deliver Human Resources and Payroll. This is schedule for a go live date of 1st April 2016.

The benefits from the new system are listed below:

Benefit	Description
Improved Reporting & Increased Ownership	Direct Access through Self-Service Real Time Information available to managers Easier to understand and interpret Improved insights; more informed decision making
Streamlined, automated processes and new functionality	More Self-Service – both for employees and managers Enhanced workflows Automated controls – Replacing Manual Policy enablement – e.g. PO/No Pay, 3 way matching, Scheme of Delegation
Greater Flexibility	Administration changes easier and quicker Reduced cost and time of change control Faster adaption to changing strategic imperatives
Enhanced VFM to customers	Savings redirected to frontline services Focus shift from transactions & reporting to accountability, analysis and customer service

3.5 Tangible benefits will be relatively easy to quantify, since they will relate to releasing resources which are reasonably easy to identify. These efficiency savings will be achieved through freeing up staff resources so that they can focus on more value-added activities. Staff will be freed up by no longer performing the following types of activity:

- Work which could be done directly at point of need by users.
- Work which would be eliminated or reduced if it were automated.
- Work which would not be necessary if information/data was captured right first time (supported by system validation checks), located in a single system, readily viewable across systems and/or with drill down to required source data.

3.6 Intangible benefits are improvements which accrue indirectly or are less easy to quantify in financial terms and/or which will only result in financially measurable improvements over a longer term. For example, improvements in decision making based on better quality and more timely information across the Council.

4. **Implementation Partner**

4.1 SBC selected Arvato as their implementation partner, as they have prior and successful experience of implementing and delivering Agresso Programmes and have developed a fast-track template that can be used for Local Government Installations.

4.2 Currently the project has completed the high level design requirements of the Finance, Procurement and OD/HR. Although the build and testing for finance and procurement are well under way (as these two functions are part of the first phase of roll out) OD/HR are currently in the build stage. Testing of the system will commence in January for OD/HR.

5. **Wider Council Impact of the new system**

5.1 The implementation of the new system will also support the Council's transformation change programme including cultural change.

5.2 The system will facilitate developing different ways of working as there will be workflows and automation of manual and paper heavy functions which will mean that approvals, information and financial flows are streamlined and timescales reduced. Scanning and document management would enable the swift access of data to enable efficient use of the data for analysis, reporting and monitoring. A few examples include:

- annual leave will be requested and approved via the system
- sickness recording will be processed at source via a manager and reports available to support management of sickness of employees
- real time information will be available to managers to manage their teams
- employees will be able to access their own personal data and make changes to their personal details i.e. change of address
- payslips will be accessible to all employees through the system

- 5.3 The Council's requirement for ensuring that services have accurate, timely and reliable information will be delivered through the system. As the new system will ensure that all the processes (finance, procurement and HR/ Payroll) have one source of data collection to capture information and categorise customers, suppliers, or employees to enable efficient and meaningful reporting or query resolution. This will occur at the point of contact when possible, with staff and managers able to access relevant financial and performance information relating to their service areas, subject to need and appropriate protocols.
- 5.4 Clear strategy, policies and procedures enforced with strong governance will bring ownership, accountability, and consistency. This will be underpinned by a rolling programme of training and communication to reinforce the changes in technical skills, processes, procedures and culture required to effect a successful transformation.

6. **Next steps for Implementation**

- 6.1 Now that the new AD for OD&HR has commenced in post she will consider how the project needs to be resourced, moving forwards, in order to ensure that:
- i) A Council-wide People Plan is developed and rolled out across the organisation to ensure that staff are ready to embrace and use the new system, and that they have the necessary skills and support to do so. Early indications are that key areas that the People Plan will need to include are:
- How managers and employees will be engaged with the process of implementation
 - When and what communications are needed through the roll out periods
 - What training staff will require and how this will be delivered.
 - How key stakeholders such as the trade unions, senior managers, OD&HR staff, etc. will be engaged.
 -
- ii) All OD&HR policies, procedures and guidance documents are streamlined and aligned with the system, and that they are brought up-to-date in line with current employment legislation and best employment practice. The aim is that, in so far as it is possible to do so, that managers and staff will, in two to three years time, be able to use the policies, procedures and guidance, supported by the Agresso system, with minimum HR support, thereby achieving cost savings in the OD&HR Service.
- 6.2 OD/HR will keep this committee updated on the progress of this project through to its implementation.

MEMBERS' ATTENDANCE RECORD 2015/2016

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	23/06/15	20/10/15	21/01/16	06/04/16
Brooker	Ap			
A S Dhaliwal	Ap			
M Holledge	Ap			
N Holledge	Ap			
Morris	Ab			
Plenty	P			
Sharif	P			
Smith	P			
Zarait	P			

P = Present for whole meeting
Ap = Apologies given

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

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