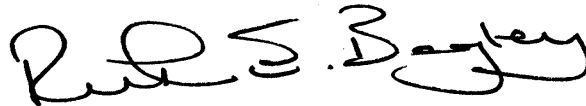


Date of issue: 13<sup>th</sup> January 2016

<b>MEETING</b>	<b>EMPLOYMENT &amp; APPEALS COMMITTEE</b> (Councillors Brooker (Chair), N Holledge, Arvind Dhaliwal, M Holledge, Morris, Plenty, Sharif, Smith and Zarait)
<b>DATE AND TIME:</b>	THURSDAY, 21ST JANUARY, 2016 AT 6.30 PM
<b>VENUE:</b>	VENUS SUITE 3, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	NEIL FRASER 01753 875015

NOTICE OF MEETING

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



**RUTH BAGLEY**  
Chief Executive

AGENDA

PART 1

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

*All Members who believe they have a Disclosable  
Pecuniary or other Pecuniary or non pecuniary Interest in*



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

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

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

2.	Minutes of the Meeting held on 20th October 2015	1 - 8	
3.	Staff Smoke Free Policy & Procedure	9 - 18	Surjit Nagra
4.	Pay Policy Statement For The Year 2016/17	19 - 28	Christina Hefferon
5.	Living Wage, National Living Wage and Pay Award 2016/17 and 2017/18	29 - 32	Christina Hefferon
6.	Pension Scheme Discretions	35 - 36	Christina Hefferon
7.	Staff Wellbeing Update	37 - 64	Surjit Nagra
8.	Matrix Contract Report	To Follow	Roger Parkin
9.	Member's Attendance Record	65 - 66	
10.	Date of Next Meeting		

Wednesday, 6<sup>th</sup> April 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, 20th October, 2015.**

**Present:-** Councillors Brooker (Chair), N Holledge (Vice-Chair), Arvind Dhaliwal, M Holledge, Morris, Plenty, Sharif and Zarait

**PART 1**

**13. Declarations of Interest**

None.

**14. Minutes of the meeting held on 23rd June 2015**

**Resolved -** That the minutes of the meeting held on 23<sup>rd</sup> June 2015 be approved as a correct record.

**15. Introduction to new HR structure following appointment of new AD Human Resources**

The Committee was introduced to the newly appointed Assistant Director of Organisational Development and Human Resources, Christina Hefferon.

Ms. Hefferon confirmed that she was happy to have joined Slough Borough Council, and was beginning to settle into the role. The new OD/HR structure was beginning to take shape, though this was still in its formative stages. It was confirmed that the AD would be supported by Surjit Nagra, now OD and HR Business Partner, and a new OD/HR Business Partner Sangeeta Jerath.

**16. Matrix Contract Report**

Roger Parkin, Director of Customer and Community Services, introduced a report on temporary Agency Staffing, the key points of which were:

Historically, the Council had difficulty in managing agency staff. Matrix had been introduced to improve governance and visibility over agency staff and agency spend, and was continuing to drive down costs on agency staffing. However, as the contract was due for renewal in the next 12 months, a review would be conducted to determine whether it has been successful, and whether it should be renewed.

Figures for the first two quarters of the 2015 financial year (April–September), showed the total invoiced spend on agency staff was £5,592,192. This was approximately £500,000 above the spend for the same period in 2014. The increase was due to additional agency staffing requirements within Children and Families, with agency staff required to provide service continuity whilst the move to the Children’s Services Trust was completed. With the Trust now in place, it was expected that they would recruit their own staff to permanent positions, thereby reducing their spend on agency staff.

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The tenure of agency staff was set out via the tables in Figures 1 and 3. The tenure of staff in driving positions was highlighted, and Members were informed that these particular staff were highly trained, specialist drivers for children with complex needs. Their retention was important, and so the length of their tenure as agency staff was not a concern.

Members asked a number of questions, including:

When was it expected that the agency spend would start to consistently reduce?

*The majority of the increased spending had been seen in the Children and Families department. With the move to the Trust, a recruitment drive was underway to convert temporary staff to permanent staff. However, until this was concluded, spend would need to be maintained at the current level to ensure service continuity. It was expected that the recruitment drive would be concluded circa February/March 2016, and the reduction in spend would by extension be seen at that time.*

Was the Trust's budget now separate from the Council's budget?

*Yes. The Children's Services Trust's budget was set at £21m, with a budgeted overspend of £2.2m over the last 18 months. As the Trust became more established, it was expected that their spend would reduce to the baseline budget of £21m. In addition, the Trust was tasked with making the same 35% savings as the rest of the Council, as set out in the Financial Strategy within the 5 Year Plan. Future reports to the Committee would separate the budgets.*

What was the Council's view on zero-hour contracts?

*The Council did not employ staff on zero-hour contracts. The Council did, however, have some 'casual workers', in effect 'as and when' workers with no formal contract of employment but letters of engagement.*

What progress had been made to recruit new social workers?

*The Council was faced with the same national shortage of skilled social workers as other Authorities. A campaign to recruit more social workers was underway, together with the Council's 'Grow Your Own' scheme whereby social workers would be trained and hopefully retained for the long-term, this being through the ASYE scheme. The importance of retaining skilled social workers to provide stable continuity of service to clients was recognised.*

Had the Council explored offering affordable/social housing to social workers to encourage them to settle within Slough?

*The relocation policy of the Council currently was to offer relocation to staff at Senior Management level. However, as part of attracting Social Workers in the Children Services it was agreed to extend this scheme to this group of*

## Employment & Appeals Committee - 20.10.15

*staff as part of the recruitment offer. Unfortunately, the scheme has had limited impact and to date, 4 social workers have expressed an interest.*

Councillor Sharif confirmed that the Cabinet had recently approved a new home buying scheme for first time buyers. Although the scheme was open to all, the possibility of adding greater incentives for key workers could be explored. Social workers would be informed of the scheme as part of the general advertising campaign.

**Resolved** - (a) That the report be noted.  
(b) That a further report be brought to the next meeting of the Employment & Appeals Committee.

### 17. Staff Wellbeing Update

Surjit Nagra, HR and OD Business Partner, provided an update on staff wellbeing, the key points of which were:

#### Policy Compliance

Policy compliance equated to 50% weighting of the overall management score. Figures for Q2 2015 (April-June) showed a marked decrease in compliance across the authority. This was predominantly due to Managers not returning their sickness absence tracker sheets. To address this, efforts were being made to ensure Managers were submitting their tracker sheets in a timely fashion.

#### Training Attendance

This equated to 25% of the overall score, and showed stable figures across the Q2 period. Managers were attending training, whilst those still requiring training were being identified and booked onto the relevant courses.

#### Occupational Health Referrals and Attendance

OH Referrals and Attendance equated to 25% of the overall scorecard. The data was stable and high, showing that the majority of Managers were referring staff to OH upon hitting a trigger (number of days absent).

However, the number of staff not attending their OH meetings had increased. Steps had been taken to ensure that such occurrences were not repeated, and it was expected that the data for Q3 would show an improvement.

In response to questions asked at previous meetings of the Committee, Members were informed that the Council's OH provider was OHWorks, for whose services the Council paid a fixed price. The contract had originally been tendered for 3 years, and had been extended for a further year, pending a review.

#### Overall Management Score

## Employment & Appeals Committee - 20.10.15

Considering the above criteria, the overall score was seen to have decreased during Q2. The main contributory factor for this decrease was the non compliance of managers in submitting absence trackers.

### Staff Absences

Since the last report to the Committee, data for sickness days lost across the Authority in Q2 had remained at 0.6, a decrease in comparison to the same period in 2014.

Days lost per FTE were broken down by Directorate, with 3 of the 4 Directorates meeting their targets. The Regeneration, Housing & Resources Directorate did not meet their target, in some part due to the limited return of the tracking data.

Reasons for absence remained similar to previous reports, with the top 3 being 'Not Stated', Skeletal breaks/sprains' and 'Infections'.

Absences due to skeletal breaks/sprains had reduced and further analysis was being conducted to see if this was due to the Physiotherapy Clinics that had been introduced. Absences due to infections were expected to rise with the advent of the winter months, though to address this, a programme of flu vaccinations was being offered to staff. In addition, the Council was due to become a 'smoke free' Council in line with a new smoking policy, as of April 2016. It was hoped that this would further lessen absences due to throat or respiratory issues.

Steps were being taken to further identify the reasons for absence and thereby reduce days lost due to sickness.

Members asked a number of questions, including:

Members felt that the 25% weighting for this Manager Training was too high. Could this be amended before the next report?

*Human Resources would look into this and feed back to the Committee at the next meeting.*

With regard to the reasons for staff absence, the 'Not Stated' category was a concern to Members. How could the Council act to reduce absences, if it did not know the cause?

*The Council was unable to remove this category. However, with the move to the new HR Management system detailed in agenda item 7, there would be a wider variety of absence reasons to choose from. Managers were being trained to ensure they were properly reporting the reasons for absence.*

Feedback from the Housing Directorate, situated at Landmark Place, was that the working conditions were unpleasant. A large number of staff were enclosed within a small space, which could contribute to the spread of

## **Employment & Appeals Committee - 20.10.15**

infections. In addition, morale was low, which in turn could contribute to work absences. Could this be reviewed?

*This matter had been noted following discussions with staff, and conversations with senior management on how to resolve these issues were ongoing.*

In the private sector, staff absences were closely aligned with performance and appraisals. Could this be implemented within the Council?

*The Chief Executive and Senior Management teams were closely reviewing staff absences with a view to reducing the number of days lost. The new AD, and the OD/HR Business Partners, will be working with CMT and SMTs to increase the focus on reducing absence.*

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

### **18. Updated Employee Code of Conduct**

Surjit Nagra, OD and HR Business Partner, introduced a report on the updated draft Employee Code of Conduct.

Members were informed that the Chief Executive had asked that this be noted as a working draft, as there was now a requirement to update and revise all employment policy documents to ensure that they were simple and easy to understand, and that they would align with the new ERP.

Following presentation of the draft Code at the previous meeting, references to contractors, consultants and volunteers had been rewritten to remove any ambiguity. The wording within Section 1.3 confirmed that the Code applied to all listed therein, and the Committee was asked to note the Code as a working draft as part of the wider policy review.

**Resolved** - That the updated Code be note by the Employment & Appeals Committee as a working draft.

### **19. Implementation of a new Financial and Human Resources System**

Surjit Nagra, HOD and HR Business Partner, updated Members on the Council's move to a new integrated Finance and Human Resources system.

Currently the Council was operating two separate systems for Finance and HR, which were loosely integrated. The HR system, provided by Frontier, lacked self-service functionality and quick reporting processes, which had led to a lack of timely and accurate HR data. The Finance system, provided by Oracle, was now out of support.

A project to deliver a new, integrated HR and Finance system was therefore commissioned, and was scheduled to be launched in two phases:

## Employment & Appeals Committee - 20.10.15

1. The Finance and Procurement element of the system was to go live in by the end of 2015.
2. The Human Resources and Payroll element of the system was to go live as of 1<sup>st</sup> April 2016.

The benefits of the new integrated system were set out as per the report.

The project was commissioned in line with the Chief Executive's request for a review of all HR Policies and Procedures, with the aim of ensuring that all policies were simple and easy to use, with added self-sufficiency. It was expected that this in turn would lead to less reliance on HR staff, and therefore additional efficiencies and savings. The integrated system would support this drive.

Members asked a number of questions, including:

How would staff access the system? Would non office-based staff have access?

*The system was digital, and would be accessed through a computer portal. All staff would be issued with a username and password. Staff that had limited access to a computer could use an app designed for Smartphones/tablets. As part of the move to a digital system, paper forms such as payslips would no longer be provided. Instead, staff could access their payslips via the system, and print copies if necessary. Staff would be trained on how to use the system.*

At times, Staff and Councillors will need paper copies of forms such as payslips, P60s. How will these be provided?

*In an instance where the staff member cannot access the required forms, HR would provide these. Similarly, Councillor's P60s could be forwarded via the post.*

How would staff be restricted in accessing sensitive information?

*All staff were restricted by permissions, that would limit their access and power to apply changes on the system. For example Managers would have a digital sign-off according to their budgetary permissions., in line with their job description.*

What kind of resilience will the system provide?

*The system included a backup, with resilience and disaster-recovery options. Support from the service provider would also be in place.*

The Council currently provide payroll management for schools. Will the new system cover schools?

*There would be no change to current school processes.*



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

### **20. Member's Attendance Record**

The Member's Attendance Record was noted.

### **21. Date of Next Meeting**

The date of the next meeting was confirmed as being Thursday, 21<sup>st</sup> January 2016.

Chair

(Note: The Meeting opened at 6.33 pm and closed at 8.03 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee  
**DATE:** 21<sup>st</sup> January 2016  
**CONTACT OFFICER:** Surjit Nagra, OD / HR Business Partner  
**(For all enquiries):** 01753 875727  
**AUTHOR:** Sarah Cargin, HR Services Officer  
**WARD(S):** All

**PART 1**  
**FOR INFORMATION**

**STAFF SMOKE FREE POLICY AND PROCEDURE**

1 **Purpose of Report**

To introduce the Staff Smoke Free Policy and Procedure and note its contents. This will replace the existing Smoking Policy.

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

That Employment & Appeals Committee approve the new Staff Smoke Free Policy and Procedure.

That Employment & Appeals agree an implementation date of the 1<sup>st</sup> April 2016.

3 **Supporting Information**

With effect from 1<sup>st</sup> April 2015, the Smoking Policy was reviewed to confirm that staff are not allowed to smoke within the following hours (09.30am – 12.00noon and 14.00 – 16.30pm). However since this review, the council signed the Smoke Free Declaration (a local government declaration on tobacco control) and members have previously endorsed going smoke free by 1<sup>st</sup> April 2016.

Becoming a smoke free site will mean there will be no smoking at any time on council sites. This requirement will apply to all staff, councillors, SBC's partners, visitors and contractors. This applies to normal cigarettes and e-cigarettes.

A Smoke Free project group has been established to develop a plan to ensure this is implemented effectively. To support this change, OD/HR have produced a draft new policy, as attached, which outlines the following:

- Responsibilities of Managers and Employees
- Application of the Smoke Free Policy
- Enforcement of the Policy

Corporate Management Team, Joint Trade Union colleagues, members of the Employee Engagement Forum and partner agencies (e.g. Slough Children's Trust Ltd) have all had the opportunity to comment on the policy. Staff were consulted via our internal Newsround communication and advised to contact their Trade Union or OD / Human Resources if they wished to view a copy of the new policy. The consultation process ended on Friday 8<sup>th</sup> January 2016.

In order to support staff and as part of the Council's Employee Wellbeing programme, the Council have engaged Solutions 4 Health to support staff achieve its goal of becoming a smoke free environment by 1<sup>st</sup> April 2016. Since January last year, Solutions 4 Health have been based at the 2 main sites, to offer free one to one confidential support, provide weekly nicotine replacement therapy and expert advice to staff who want to set a quit date. This follows evidence which proves that you are four times more likely to quit smoking with assistance.

There has also been an increase in publicity to encourage staff to 'Commit to Quit'. The Public Health team have been on hand to raise awareness and remind staff that these sessions are available. Unfortunately we do not have any data to identify how many employees smoke and therefore it is difficult to measure whether this initiative is having an impact. However we currently have 5 employees that have signed up to 'Commit to Quit' which demonstrates that there is interest and we plan on reviewing their progress with Solutions 4 Health.

#### **4. Comments of Other Committees**

The Corporate Consultative Forum approved the revised policy on the 17<sup>th</sup> December 2015 subject to any comments from the consultation process.

#### **5. Conclusion**

The new Staff Smoke Free Policy and Procedure has been written to ensure that all staff and managers are clear about their roles and responsibilities to enable an effective implementation for the 1<sup>st</sup> April 2016.

#### **6. Appendices**

Draft Smoke Free Policy and Procedure

**Title:** **STAFF SMOKE FREE POLICY AND PROCEDURE**

**Type:** Employment Policy  
**Distribution:** All managers and staff via SBCinsite  
**Approved by:** Employment & Appeals Sub-Committee  
(21<sup>st</sup> January 2016)  
**Issue Date:** 1st April 2016  
**Review Date:** April 2017  
**Replaces Policy:** No Smoking Policy  
**Contact for guidance:** Christina Hefferon  
Assistant Director (OD/HR)  
Slough Borough Council  
01753 875213  
[christina.hefferon@slough.gov.uk](mailto:christina.hefferon@slough.gov.uk)

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## 1. Introduction

Smoking is the greatest factor in causing preventable illness and early death. In England alone it costs the NHS £2 billion a year to treat diseases caused by smoking. Research commissioned by Action on Smoking and Health (ASH) shows that the total cost to society is closer to £12.9 billion.

Slough Borough Council (SBC) is committed to providing a safe and comfortable working environment for employees and visitors and has operated a no smoking policy for a number of years. Providing smoke free environments and the proactive reduction of tobacco smoking is a high priority.

It is recognised that smoking can become a habit and an automatic response in certain situations, as well as a dependency and a physiological addiction. The aim of this policy is not to isolate or discriminate against people who smoke, however the authority has to comply with the relevant legislation and regulations to provide a healthy working environment for employees, clients and visitors.

The policy seeks to comply with the Health and Safety at Work Act 1974 and the Smoke Free Regulations (Premises and Enforcement) 2006 which came into force on the 1<sup>st</sup> July 2007 and:

- Provide a healthy working environment and protect the current and future health of employees, service users and visitors
- Protect the right of everyone to breathe in air free from tobacco smoke
- Comply with Health and Safety Legislation and Employment Law
- Raise awareness of the dangers associated with exposure to tobacco smoke
- Take account of the needs of those who choose to smoke and to support those who wish to stop

## 2. Aims of the Policy

The aim of this policy is to:

- Comply with the smoking legislation which makes it an offence to smoke inside public buildings.

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- Comply with Health and Safety Legislation and Employment law.
- Protect the health of staff.
- Protect the health of service users, visitors and contractors.
- Be an exemplar to other employers and workforces, particularly in health-related locations by arranging for SBC buildings and vehicles to be smoke free and by requiring staff not to smoke whilst on duty.
- Inform staff and managers of their responsibilities in respect of the policy.
- Support smokers to help them cope to manage this change or to stop smoking.
- Promote the culture of a smoke free environment in all our services.
- Ensure a professional image is displayed at all times by staff by eliminating the amount of smoke smelt by service users and colleagues.

## 2.1 Scope

This policy applies to all staff and casual workers (including agency and temporary staff) working within or on behalf of the Council.

In addition it applies to:

- All staff and casual workers (including agency and temporary staff) travelling in vehicles (including privately owned vehicles) whilst on official business;
- Privately owned vehicles belonging to staff and casual workers (including agency and temporary staff) parked on Council grounds or when transporting service users or visitors on official Council business.

## 3. Responsibilities

### 3.1 All Managers must:

- comply fully with the policy and provide a suitable role model for staff and service users;
- ensure that all staff reporting to them understand this policy and are aware of the consequences of breaching this policy;
- ensure that any employees wishing to quit smoking are supported to do so;
- ensure that staff are fully supported in promoting the smoke free policy;





- be aware of any signs of smoking or nicotine withdrawal at work and the possible effects on attendance and health of employees. These may include:
  - changes in mood and behaviour
  - a smell of tobacco smoke
  - complaints or comments from other team members
- ensure staff are aware of the support available to them and offer assistance where appropriate;
- ensure staff who work in care homes are aware that if smoking is allowed for clients it is only permitted in a specifically designated smoking room
- intervene at an early stage where changes in behaviour, sickness levels and attendance patterns are identified to establish if there is any smoking related cause;
- to monitor compliance and where breaches of the policy continue and other support mechanisms have failed, disciplinary measures should be instigated with support from human resources in a fair and equitable way.

### 3.2 All Employees must:

- familiarise themselves with and comply fully with the policy
- have responsibility for adopting and promoting a smoke free culture at work
- present a professional, courteous and efficient image to those with whom they come into contact with at all times
- not smoke at any time whilst at work unless on a recognised designated unpaid break
- adhere to the dress code which states that all employees and workers must present a professional image during their working day / shift including personal hygiene (e.g. not smell of smoke).
- seek help if they have concerns regarding their smoking habits if they feel that their work is being affected by their inability to comply with the policy requirements
- not 'cover up' or collude with a colleague who breaches this policy and encourage the individual to seek help and ensure compliance with the smoke free policy

### 3.3 Facilities are responsible for:

- ensuring the display of appropriate signs at all entrances and throughout all SBC buildings;
- through their room booking facility, ensuring all people booking rooms are aware of the aims in this policy;
- regularly check areas to ensure that illicit smoking is not taking place;

### 3.4 Human Resources are responsible for:

- providing advice and information on this policy to all employees of SBC.
- ensuring that this document is reviewed as and when required or sooner if legislation, approved codes of practice or incident forms highlight deficiencies in the policy;

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## 4. Application of the Smoke Free Policy

The Council is committed to the following principles in relation to its staff:

- The Council will support any staff member who wishes to stop smoking
- The Council will protect the health of staff from the effects of second hand smoke
- All staff should set a good example around tobacco use
- Staff should portray a professional image at all times

Smoking will not be permitted on any Council premises or within the grounds of the premises.

Staff will not be supported to take additional breaks away from the workplace to smoke off site. Such breaks do not form part of the working day. Staff are expected to use their normal unpaid rest break, e.g. their lunch time, should they wish to smoke during the working day. Staff should not take short breaks to facilitate smoking.

### 4.1 Staff providing care in Non Council settings

This section relates to staff who are required to visit premises away from the main Council buildings, whilst undertaking their duties and responsibilities, including working within people's homes.

A risk assessment undertaken by all staff before / on entering a home should have consideration to the effect of second hand smoke on the staff member.

When entering a home or any other premises exempt from smoke free legislation and where they are exposed to second hand smoke, staff will be expected to make reasonable attempts to reduce their risk to exposure while they undertake duties by adoption of one or more of the following strategies where it is reasonable and practicable to do so:

- Where possible, inform in advance the intended person(s) to be visited of the request to refrain from smoking 1 hour before the intended visit and whilst staff are in attendance.
- Request that the premises be ventilated before/during the visit; usually as part of the appointment arrangements.
- Ask the person(s) to refrain from smoking whilst staff are present.
- Consider whether or not the work could be undertaken in an alternative location away from where second hand smoke may be present.
- If practical, to arrange any visit to a home/premises which staff are aware smells of smoke at the end of their working day to minimize the impact of their uniform/clothes smelling of smoke.



If staff have a concern that the environment they are working in poses a risk to their health, they should discuss it with their manager.

## **4.2 Recruitment and Induction**

Information about the Council's Smoke Free Status will be available:

- In all recruitment literature, including job adverts.
- At interview and all post appointment paperwork
- Terms and Conditions of Employment
- At Corporate and Departmental Induction
- In Departmental Safety Policies
- The Councils SBC Insite and website

## **4.3 Nicotine Replacement / E-Cigarettes**

E-cigarettes are not regulated like tobacco products and there is currently no bespoke regulatory system for e-cigarettes in the UK, but they are captured by general product safety regulatory requirements. The Council requires staff to apply the same principles as if they were smoking a tobacco cigarette and does not allow smoking of E-cigarettes.

Staff are permitted to use licenced NRT (nicotine replacement therapy) products as an alternative to smoking.

## **5. Enforcing the Policy**

No Smoking signage is displayed throughout SBC buildings, premises and in Council vehicles.

Staff who are found to be in breach of this policy will be required to attend a meeting with their line manager to address the issue and look for supportive actions that can be taken to ensure compliance.

Staff are expected to comply with the policy. If breaches continue the staff member should be informed that formal action will be instigated and will be treated as misconduct under the Disciplinary Procedure.

Any reports received by managers that their staff have breached the policy in any way should be addressed promptly.

### **5.1 Sources of Help and Support**

The Council are keen to support those staff that wish to give up smoking and the following sources of help and support are available to all staff:

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- Discussions with their manager to assess how the difficulties may be overcome
- Staff may access Smoking Cessation Clinics provided by Solutions4Health who offer free one-to-one confidential support and expert advice. Details of these clinics is available on SBC Insite.
- Visit the [Smokefreelife website](http://www.smokefreelifeberkshire.com) or for more information call 0800 622 6360, text QUIT to 66777 or email [info@smokefreelifeberkshire.com](mailto:info@smokefreelifeberkshire.com).
- Occupational Health advice and guidance
- Employee Assistance Programme (Optum):  
**telephone** 0800 282 193  
<http://www.livewell.optum.com/> using the access code **slough** to logon.

## 6. Complaints

Any complaint relating to this policy from or on behalf of a member of the community should be dealt with under the Council's Complaints Procedure.

<http://www.slough.gov.uk/council/complaints-and-feedback/customer-feedback-and-complaints.aspx>

## 7. Review

The policy will be reviewed as and when appropriate to ensure that it conforms to current legislation and best practice.

## 8. Legislation & References

- Health and Safety at Work Act 1974
- The Management of Health and Safety at Work Regulations 1999
- The Workplace (Health, Safety and Welfare) Regulations 1992
- The Health Act 2006 – Smoke Free England
- Smoke Free Regulations (Premises and Enforcement) 2006
- HSE: Advice on Smoking at Work
- Public Health England
- Action on Smoking and Health (ASH)
- Slough Borough Council Health and Safety Policy
- Slough Borough Council Whistle-blowing Policy and Procedure
- Disciplinary Policy and Procedure
- Grievance Policy and Procedure
- Sickness Policy and Procedure
- Dress Code of Practice



**SLOUGH BOROUGH COUNCIL**

**Pay Policy Statement  
for the Year 2016/17**

**1. Introduction**

- 1.1 The Localism Act requires local authorities to publish, on their website, an annual Pay Policy Statement which has been approved by Full Council.
- 1.2 No remuneration may be made to officers which falls outside of the Pay Policy Statement, although it is possible for a meeting of the Full Council to amend the statement at any time.
- 1.3 In drawing up this statement, Slough Borough Council has taken into account the guidance issued by the Department of Communities and Local Government in February 2012, and the supplementary guidance issued in February 2013.
- 1.4 Slough Borough Council is committed to complying with the statutory obligation to pay the National Living Wage.
- 1.5 This statement does not apply to schools staff as local authority schools staff are outside the scope of the legislation.
- 1.6 This statement was approved by Full Council on 25<sup>th</sup> February 2016.
- 1.7 Slough Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our staff.
- 1.8 The Council is committed to paying nationally negotiated pay awards and this Pay Policy Statement will be updated as and when any such pay awards are agreed.

**2. Remuneration of Chief Officers**

- 2.1 In accordance with the Localism Act, the following SBC posts are defined as Chief Officers, and their salary bands are as follows. (The SBC grading structure is attached in Appendix A).

<b>Head of the Paid Service and Statutory Chief Officers</b>		
<b>Post</b>	<b>Reports To</b>	<b>Salary Band</b>
Chief Executive / Head of Paid Service.	-	£131,232 - £157,479
Director of Wellbeing (Encompasses the statutory roles of Director of Adult Social Services and Director of Children's Services).	Head of Paid Service	SML 16 £108,014 - £125,983

Interim Director of Children's Services	Head of Paid Service	Short-term interim arrangement, 3 – 5 days per week, £682.18 per day.
Monitoring Officer (Assistant Director, Commercial Services and Procurement).	Strategic Director of Customer & Community Services	SML 13 £74,198 - £86,540  Plus a Monitoring Officer supplement of £5,000 per annum.
Chief Finance Officer / Section 151 Officer (Assistant Director, Finance).	Strategic Director of Regeneration, Housing, & Resources	SML 13 £74,198 - £86,540
Director of Public Health	The Director of Public Health is employed by Bracknell Forest Council.	
<b>Posts that report directly to the Head of Paid Service or Statutory Chief Officer</b>		
<b>Post</b>	<b>Reports To</b>	<b>Salary Band</b>
Strategic Director of Regeneration, Housing, & Resources (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £108,014 - £125,983
Strategic Director of Customer & Community Services (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £108,014 - £125,983
Assistant Director, Strategy and Engagement	Head of Paid Service	SML 12 £64,428 - £71,772 Currently subject to JE and will be amended if the grade changes.
Assistant Director, OD&HR	Head of Paid Service	SML 13 £74,198 - £86,540
Assistant Director, Adult Social Care	Strategic Director of Wellbeing	SML 14 £88,948 - £101,709
Assistant Director, Public Health	Strategic Director of Wellbeing	SML 13 £74,198 - £86,540
Head of Early Years Schools Services & Special Needs	Strategic Director of Wellbeing	Vacant
Deputy Monitoring Officer	Monitoring Officer	Ad hoc external arrangement, paid at a daily rate according to need.
Corporate Financial Controller	Chief Finance Officer / Section 151 Officer	SML 11 £54,483 - £61,980  Plus a deputy s151 Officer supplement of

		£3,500 per annum.  Plus a market supplement of £5,161 per annum.
Directorate Finance Manager x2	Chief Finance Officer / Section 151 Officer	SML 11 £54,483 - £61,980
<b>Posts that report directly to Non-Statutory Chief Officers</b>		
<b>Post</b>	<b>Reports To</b>	<b>Salary Band</b>
Assistant Director, Assets, Infrastructure & Regeneration	Strategic Director of Regeneration, Housing, & Resources	SML 13 £74,198 - £86,540
Assistant Director Housing & Enforcement	Strategic Director of Regeneration, Housing, & Resources	SML 13 £74,198 - £86,540 (Currently protected at SML 14 £88,946 - £101,709)
Assistant Director, Commercial Services and Procurement	Strategic Director of Customer & Community Services	SML 13 £74,198 - £86,540
Head of Consumer Protection & Business Compliance	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980
Head of Building Control & Planning	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980
Head of Wellbeing & Community Services	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980
Head of Learning & Community Services	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980

The Head of Democratic Services is appointed as the Council's Returning Officer in accordance with the Representation of the Peoples Act 1983. The Returning Officer is eligible for fees linked to duties undertaken for running national, European or local elections/referenda. These fees are determined by the number of electors registered in the borough/parliamentary constituency and are paid subject to a formula applied by the Government for determining fees to all Returning Officers across the Country.

## 2.2 Remuneration on Appointment

Newly appointed chief officers are paid in accordance with the pay scales set out above.

Salary packages amounting to £100,000 or more for new appointments will be approved by Full Council.

### 2.3 Job Evaluation

The pay of all employees, including Chief Officers, is based on job evaluations undertaken through the Hay Job Evaluation Scheme.

### 2.4 Terms and Conditions of Employment

The Chief Executive is employed on JNC for Local Authority Chief Executives terms and conditions of employment.

All other chief officers are employed on JNC or NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to these posts.

### 2.5 Travel and Subsistence Expenses

There are occasions when employees incur additional expenditure than normal in the course of undertaking their official duties on behalf of the Council away from their normal place of work.

The Council has a comprehensive Travel and Subsistence Expenses Scheme which applies to all our staff, including Chief Officers, in such circumstances.

### 2.6 Payment of Professional Fees

The Council will pay the cost of one professional subscription per annum, per employee, including Chief Officers, which is relevant and necessary for the role.

### 2.7 Honoraria

An honoraria payment may be made to an employee, including to a chief officer, in recognition of undertaking temporarily additional or outstanding extra work, which is:

- 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 are exceptionally onerous
- or in situations which merit the employee being rewarded for specific work.

The Honoraria Scheme applies in these circumstances and the amount of payment is based on the duties undertaken.

### 2.8 Acting Up

Acting up arises when an employee temporarily undertakes full or part duties of a higher graded post for a consecutive period of at least four weeks.

All employees, including Chief Officers, are entitled to an acting up payment in recognition of the responsibilities. Decisions on payment take into account the following:



- The nature and complexity of the responsibilities, undertaken by the employee and their current spinal column point.
- Whether the employee is undertaking full or part responsibilities
- If the employee is placed into post as a development opportunity

## 2.9 Secondment

Secondments are intended to provide developmental opportunities to gain skills and experience rather than for financial gain. Therefore, secondees will normally transfer from their current position into the secondment on their existing salary. Terms and conditions of the secondee may change depending on the local variations within the department, i.e. flexi-time. However, if there is a significant difference between the secondment and the individual's salary this must be brought to the attention of the HR Department and a decision will be taken on whether to review salary arrangements in line with complexities of the job.

## 2.10 Market Supplements

A Market Supplement is payable, in exceptional circumstances, for posts (including Chief Officer posts) which are critical to the delivery of essential/statutory services, and to which the Council has been unable to recruit.

## 2.11 Pay protection

An employee who is redeployed to a suitable post which is one grade lower, will receive protection of earnings (basic pay plus local weighting allowance) for a period of three years. The salary will be frozen at its current level and the employee will not receive annual pay awards. At the end of the protection period the employee will be placed on the salary grade relevant to the redeployed post.

Where an employee accepts redeployment to a post which is more than one grade lower, there is no entitlement to protection of earnings. In exceptional circumstances, in order to minimise financial hardship and avoid redundancies Strategic Directors may, subject to budgetary considerations, exercise discretion to grant some element of protection. This would apply for no longer than three years.

## 2.12 Termination Payments

In the event of a redundancy situation, all employees, including chief officers, are entitled to redundancy payments based on a multiple of 1.5 times statutory provision, based on weekly pay, subject to a cap of 30 weeks as the maximum number of weeks payable, and to a cap of 20 years service.

The terms, and any payment relating to the termination of employment of any officer of the Council in any contentious circumstances which do not result from an award made by an Employment Tribunal or Court are settled by the Council on the basis of the legal merits of the case, the time and disruption which protracted litigation would involve, any limit of statutory entitlement on monetary claim available to an employee, and what is considered prudent in all circumstances.

Any redundancy or severance packages of £100,000 or more will be approved by Full Council. In presenting the information to Full Council the components of any such severance package will be set out including; salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid.

If an applicant for a post (including Chief Officer posts) is in receipt of a severance payment from any local authority, or a Local Government retirement pension, this does not form part of the Council's decision as to whether or not they should be appointed.

Any employee who is made redundant, including Chief Officers, must have a break of at least four weeks in order to retain a redundancy payment before they can be re-employed by the Council in a different position.

Consultancies over £5,000 (excluding cover for established posts) or any consultancy / employment offered to former senior officers of the Council of third tier and above is a "significant officer decision." (Significant officer decisions are circulated monthly to all members and published on the website).

- 2.13 The Government is consulting on regulations regarding the recovery of public sector exit payments. SBC will comply with any future legislative requirements.

2.14 Pension Payments

All employees who are members of the Local Government Pension Scheme, including Chief Officers, are entitled to a retirement pension calculated in accordance with the Local Government Pension Scheme Regulations.

**3. Remuneration of Our Lowest Paid Employees**

- 3.1 All SBC employees are paid in accordance with a locally determined salary scale, appendix A.
- 3.2 "Lowest Paid Employee" means the employee on the lowest grade, assuming that the posts are full-time, excluding apprentices. The lowest grade is Level 1, £15,144.90.

3.3 Unsocial Hours Payments

The Council has a comprehensive Working Pattern Arrangement Scheme which sets out the allowances payable for:

- Overtime (for employees up to and including Level 5)
- Saturday and Sunday working
- Bank holidays
- Night working
- Sleeping-in duty
- Shift working
- Standby, on-call and call-out

### 3.4 Terms and Conditions of Employment

Employees who are not Chief Officers, are employed on NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to NJC employees.

## **4. Relationship Between the Remuneration of Our Chief Officers and Our Lowest Paid Staff**

- 4.1 The pay of the Chief Executive is currently £157,479. This is 10.4 times the pay of our lowest paid employees.
- 4.2 The pay of the Chief Executive is currently 4.42 times the pay of mean average earnings of our employees. Mean average pay is currently £35,641.

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**(inclusive of living wage at SCP 9)**

Level		SCP	Basic	L/W	Inclusive Annual Salary
L1	01	5			
	02	7			
	03	9	14269.90	875	15144.90
L2	01	10	14338	875	15213
	02	11	15207	875	16082
	03	13	15941	875	16816
L3	01	14	16231	875	17106
	02	16	16969	875	17844
	03	18	17714	875	18589
L4	01	19	18376	875	19251
	02	20	19048	875	19923
	03	21	19742	875	20617
	04	22	20253	875	21128
L5	01	23	20849	875	21724
	02	24	21530	875	22405
	03	25	22212	875	23087
	04	27	23698	875	24573
	05	29	25440	875	26315
L6	01	30	26293	875	27168
	02	31	27123	875	27998
	03	32	27924	875	28799
	04	34	29558	875	30433
	05	35	30178	875	31053
L7	01	36	30978	875	31853
	02	37	31846	875	32721
	03	38	32778	875	33653
	04	40	34746	875	35621
	05	41	35662	875	36537
L8	01	42	36571	875	37446
	02	44	38405	875	39280
	03	46	40217	875	41092
	04	47	41140	875	42015
L9	01	48	42053	875	42928
	02	50	43868	875	44743
	03	52	45716	875	46591
	04	53	46647	875	47522
L10	01	54	47632	875	48507
	02	55	48613	875	49488
	03	57	50593	875	51468
	04	59	52555	875	53430

Living Wage

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee

**DATE:** 21<sup>st</sup> January 2016

**CONTACT OFFICER:** Christina Hefferon, Assistant Director, OD/HR  
**(For all enquiries):** 01753 875213

**CONTRIBUTIORS:** Joseph Holmes, Assistant Director, Finance, Barry Stratfull, Corporate Financial Controller, Surjit Nagra, OD/HR Business Partner, Harminder Bassi, HR Services Officer.

**PART I**

**FOR DECISION**

**LIVING WAGE, NATIONAL LIVING WAGE AND PAY AWARD 2016/17 and 2017/18**

**1. Purpose of Report**

The purpose of this report is to advise the Employment and Appeals Committee of the Council's position in relation to the Living Wage (currently £8.25 per hour), the National Living Wage (£7.20 for all employees aged 25+ as from 1<sup>st</sup> April 2016) and the pay award for 2016/17 and 2017/18, and to recommend the way forward.

N.B. Although the Slough Labour Party commitment to paying the living wage to the staff of contractors is noted in this report, the implications of this are not considered here. The Assistant Director for Procurement and Commercial Services is aware of the Council's commitment regarding contractors and will consider this separately, as necessary.

**2. Recommendation**

It is recommended that the Employment and Appeals Committee agree:

- i). To pay the 2015 Living Wage as a salary supplement, to six affected employees, and 19 agency workers, backdated to 3<sup>rd</sup> November 2015, the date from which the 2015 rate applied, to cease on 31<sup>st</sup> March 2016, assuming commencement of the pay award for 2016/17 from 1<sup>st</sup> April 2016.
- ii). To pay the new national compulsory Living Wage with effect from 1<sup>st</sup> April 2016 noting that this has now taken over from the voluntary Living Wage.

N.B. With effect from 1<sup>st</sup> April 2016, taking into account the anticipated pay award, SBC will for 2016/17 be paying a salary which is above the National Living Wage to all our employees regardless of their age.

iii). That the AD for OD/HR should write to schools to:

- Encourage, but not direct them, to pay the 2015 Living Wage from 3<sup>rd</sup> November 2015 to 31<sup>st</sup> March 2016.
- Advise them of their legal obligation to pay the National Living Wage to those aged 25+ with effect from 1<sup>st</sup> April 2016.
- Advise them that SBC will pay the National Living Wage with effect from 1<sup>st</sup> April 2016, as this has taken over from the Living Wage.

### **3. Background**

#### Living Wage

The Living Wage is an hourly rate set independently by the Living Wage Foundation and updated annually in the autumn each year. Employers choose to pay the Living wage on a voluntary basis.

SBC has paid the Living Wage to our employees since 2012, and the SBC Labour Party Manifesto 2014 reaffirms this commitment as follows. This manifesto commitment was adopted as Council policy following the re-election of the Labour party in the 2015 elections.

“Since the 2012 local elections we have:

- Made Slough Council a ‘Living Wage Employer’ by ensuring all our staff are paid the Living Wage.

If re-elected by the 2015 local elections in Slough we will:

Ensure that when we re-let major Council contracts, apprenticeships for local young people and payment of the Living Wage to contractors’ staff are included in the contract terms.”

The 2015 UK Living Wage is currently £8.25 per hour. The 2015 rate was announced on 30<sup>th</sup> October 2015 and applied from 3<sup>rd</sup> November 2015, a rise of 40p per hour from the 2014 rate of £7.85 per hour. SBC is currently paying the 2014 rate at Level 1 (scp 9) on our grading structure, an annual salary of £15,144.90, inclusive of local weighting.

#### National Living Wage

In July 2015 the Chancellor of the Exchequer announced that the UK Government will introduce a compulsory National Living Wage of £7.20 for all employees aged 25+ with effect from 1<sup>st</sup> April 2016.



The Government has instructed the Low Pay Commission that the living wage for over 25s should reach 60% of median earnings by 2020. This would mean a rise to around £9.35 per hour by 2020.

### Pay Award Negotiations

On the 9<sup>th</sup> December 2015, the national employers met with the unions and made a final two-year pay offer for 2016/17 and 2017/18. This consisted of 1% in each year, in addition to increasing the bottom pay points to take account of the new National Living Wage.

In making this offer the employers were mindful of the challenge faced in coming years to increase the bottom of the pay spine to achieve the Government's target of 60% of median earnings (currently forecast to be around £9.35 per hour by 2020), and of the associated need to increase subsequent pay points in order to maintain differentials. The National Employers have therefore asked to work with the unions over the coming months to find a way that fairly and affordably meets this longer term objective and the offer was constructed in a way that supports this longer term target of restructuring the national pay spine.

## 4. Implications for SBC Employees

### Payment of the 2015 Living Wage

There are currently six SBC employees paid below the 2015 Living Wage. All six are currently paid on scp 9, £15,144.90 per annum, pro-rata for part-time hours (the 2014 Living Wage). Paying the 2015 Living Wage of £8.25 per hour would have the affect of increasing the annual full-time salary of these posts to £15,873, thereby overtaking scp 10 (but not reaching scp 11), as shown in the table below.

Level	SCP	Current Hourly Rate (£)	Current Inclusive annual salary (£)	Annual Salary w.e.f. 1 <sup>st</sup> April 2016 with the pay award	Annual Salary at the Living Wage 2015 Rate	No. of posts
1	9	7.84	£15,144.90 (£14,269.90 +£875 local weighting) (2014 Living Wage)	£16,044.90 (£14,269.90 +£875 local weighting + £900 pay award).  N.B. Scp 9 on the SBC salary scale falls between scp 9 (£14,075) and 10 (£14,338) on the national salary scale. The pay offer for scp 9 is	15, 873 (2015 Living Wage)	6 posts:  Business Support Admin x 1 (22.5 hpw)  Support Emp Service x 1 (21 hpw)  School

				£900 (6.4%) and for scp 10 is also £900 (6.3%).		Crossing Patrol x 4 (9 hpw)
2	10	7.89	£15,213 (£14,338 + £875 local weighting)	16,113 (£14,338 + £875 local weighting + £900 pay award, 6.3%)	15,873	0

In respect of the 2015 Living Wage, the Council's commitment to paying the Living Wage to employees can be achieved in one of 3 ways, with Option A being the recommended option:

		Advantages	Disadvantages
<b>Option A – recommended</b>	Pay the 2015 Living Wage as a salary supplement, backdated to 3 <sup>rd</sup> November 2015, the date on which the 2015 rate applied, to cease on 31st March 2016, assuming commencement of the pay award for 2016/17 from this date.	No impact on the current SBC salary scale.	
<b>Option B – not recommended</b>	Increase the salary of the affected employees to £15,873, backdated to 3 <sup>rd</sup> November 2015.		Meeting this commitment would affect SBCs scp's 9 and 10 both of which are currently below the 2015 Living Wage. In effect therefore, these would merge, and scp 9 would cease to exist.
<b>Option C – not recommended</b>	Take no action prior to the 2016/17 pay award	Straightforward to implement.	Doesn't meet the Council's current commitment to pay the Living Wage.

#### Payment of the Living Wage / National Living Wage from 1<sup>st</sup> April 2016 Onwards

Assuming that the pay award for 2016 – 2018 is agreed, and that it takes effect from 1<sup>st</sup> April 2016, this will mean that the hourly rate for scp 9 will be £8.34 per hour for all SBC employees regardless of age. This will therefore be £1.14 above the 2015/16

compulsory National Living Wage for those aged 25+. There is therefore no need for SBC to take any further action in respect of the National Living Wage, for 2016/17.

Additionally, the National Employers are alert to the challenges facing local authorities in respect of the National Living Wage in future years, and have agreed to work with the trade unions to determine the best way forward in respect of restructuring the national pay spine to meet this challenge.

In view of the above, and given the financial challenges currently facing SBC, it is recommended that SBC agrees to pay the national Living Wage with effect from 1<sup>st</sup> April 2016 as this has now taken over from the Living Wage.

## **5. Agency Workers**

There are currently 19 agency workers working in Adult Social Care who are paid below the 2015 Living Wage. It is therefore recommended that a salary supplement is paid to these workers to cover the period 3<sup>rd</sup> November 2015 – 31<sup>st</sup> March 2016, to bring their pay into line with that of SBC employees.

## **6. Implications for Schools**

Approximately 109 schools staff (80 in SBC schools) are currently paid below the 2015 Living Wage. In previous years, SBC has written to schools and encouraged, but not directed them, to comply with the Living Wage. It is therefore recommended that SBC takes a similar approach this year in respect of the 2015 Living Wage.

It is further recommended that, at the same time, SBC advises schools of their legal obligation to pay the National Living Wage to those aged 25+ with effect from 1<sup>st</sup> April 2016.

It is also recommended that schools are informed of the member decision to pay the national Living Wage with effect from 1<sup>st</sup> April 2016 as this has now taken over from the Living Wage.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment and Appeals Committee  
**DATE:** 21 January 2016

**CONTACT OFFICER:** Christina Hefferon, Assistant Director OD/HR  
Joseph Holmes, Assistant Director Finance  
**(For all enquiries)** 01753 875213

**WARD(S):** All

**PART I  
NON-KEY DECISION**

**PENSION SCHEME DISCRETIONS**

**Introduction**

1. The introduction of the new Local Government Pension Scheme (LGPS) from 1 April 2014 required all scheme employers to review their existing discretionary pension policy statement and publish a new policy statement. The Council undertook that review in August 2014 and adopted some of the discretions.
2. Experience both local and national has shown that the discretions adopted have not provided sufficient flexibility to enable the Council to maximise the benefit of its financial contributions to the benefit of both the employer and employee. This has the potential to frustrate change at a time when the Council needs to be swiftly adapting to changing circumstances and financial constraint.
3. This report proposes one addition to the pension discretions to enable that greater flexibility.

**Recommendation**

4. To adopt the Pension Discretion set out in Paragraphs 10 to 12 below.

**Background**

5. When the Pension Discretions were reviewed in 2014 it was believed that the discretions adopted would enable the Council, where there was a business case to do so, to make in whole or in part contributions to pensions strain and so mitigate the impact of the actuarial reduction of early retirement on the pension received by the employee. Experience has shown that the options to make a part contribution are so severely limited that the Council is almost entirely restricted to offering no mitigation at all or considering mitigation in full potentially at a cost beyond that for which there is a sound business case. This does not offer the flexibility required to secure change at an affordable cost. Having the proposed discretion could save the Council money in certain circumstances.
6. We have been advised that the adoption of the discretion below will enable the Council to make a range of contributions.

7. Since the pensions discretions were brought to the Committee, the Government has consulted on reducing the overall cap of public sector exit payments to £95k. The scope of this would be to include redundancy *and* pension strain costs (as well as some other items). Though no final date has been given for the implementation of this, the Committee should be aware of this, and the intention is, though there is no formal ability to do so until the scheme comes in, that the Council mitigates any payments through the pension discretions to a maximum of £95k.
8. The Council operates within the supplementary guidance issued by the Department of Communities and Local Government in February 2013 in relation to Pay Policy Statements which advises that all severance arrangements in excess of £100k should be brought to full Council. Other severance arrangements are dealt with according to the Council's Scheme of Delegation and the appropriate policies and procedures.
9. In light of the proposed changes to public sector exit payments, it is likely that any pension discretions will need to be further reviewed subject to the final proposals from Government.

### **LGPS 2013 Regulation 31 – Additional Pension Contributions**

10. 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 or whose employment was terminated by mutual consent, additional pension.
11. Options previously considered 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.
12. At that time the Council did not adopt the discretion based upon cost and no overall business benefit to the council. It now appears that this approach used **as an alternative** to waiving the actuarial reduction will deliver greater flexibility in concluding settlement and severance arrangements and enhance the benefit of the Council's contribution to both employer and employee. Officers therefore do not envisage using this discretion post departure.

### **Conclusion**

13. The recommendation is therefore 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.

### **Background Information**

Report to Employment and Appeals Committee of 14 August 2014

Public Sector Exit Payment Response – HM Treasury, September 2015

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee  
**DATE:** 21<sup>st</sup> January 2016  
**CONTACT OFFICER:** Surjit Nagra, OD / HR Business Partner  
**(For all enquiries:)** 01753 875727  
**AUTHOR:** Sarah Cargin, HR Services Officer  
**WARD(S):** All

**PART 1**  
**FOR INFORMATION**

**SICKNESS ABSENCE PERFORMANCE UPDATE**

1 **Purpose of Report**

To provide members with an update on progress of 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:

**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.

<b>July 2015</b>	<b>August 2015</b>	<b>September 2015</b>
22.3	21.9	21.7

Ongoing support and advice is being provided to directorates by OD&HR to ensure compliance with the policy.

**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.

<b>July 2015</b>	<b>August 2015</b>	<b>September 2015</b>
24.3	24.3	24.3

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 as we will be organising future training. We are currently looking at devising an E-Learning Package as for all managers and supervisors which will make the training more accessible and easier to complete.

**Occupational Health Referrals and 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.

<b>July 2015</b>	<b>August 2015</b>	<b>September 2015</b>
23.9	23.9	23.8

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.

A breakdown for the individual 3 components that make up the scorecard (by Directorate) is attached as Appendix 1.

**Overall Management Score**

Considering all of the above information the total management scores for the last quarter (July – September 2015) are presented below;

<b>July 2015</b>	<b>August 2015</b>	<b>September 2015</b>
70.5	70.0	69.8

The above summary indicates that the overall SBC performance score has decreased slightly over the last 3 months. Work is therefore ongoing to improve performance.

The breakdown of the overall management score is attached as Appendix 2.

**Sick Days Lost Per FTE**

Appendix 3 shows the graph of sickness absence rates per month (expressed as Sick Days lost per FTE) up to September 2015. Since the last report to Committee sickness days lost across the quarter has fluctuated between 0.7 and 0.6 and has 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.



## Sickness Targets

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	8.4	8.1
Chief Executives	3.3	8.1
Customer and Communities	7.7	8.1
Regeneration, Housing and Resources	9.4	8.1
Wellbeing	9.4	9.4

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 has also been 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.

Appendix 4 identifies the directorate sickness targets and the division split.

## Sickness Reasons

The most common reasons given for sickness absence for the period 1<sup>st</sup> July 15 – 30<sup>th</sup> September 15 for the Council are shown in the table below. However, notwithstanding the reasons for the absence it is important that all sickness absence is managed proactively.

Reasons	Total Days	% of total days lost (*)
Not Stated	346.5	18.3%
Skeletal, breaks/sprains	303	16%
Stress	295	15.5%

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

**Not Stated:** Further work is being undertaken with managers and Avarto to reduce the 'not stated' recording.

**Skeletal, Breaks and Sprains:** The total number of days lost for this reason has slightly increased from 265.5 days in the previous quarter. Whilst it is recognised that some of these absences are unavoidable, robust management of the absence remains a necessity.

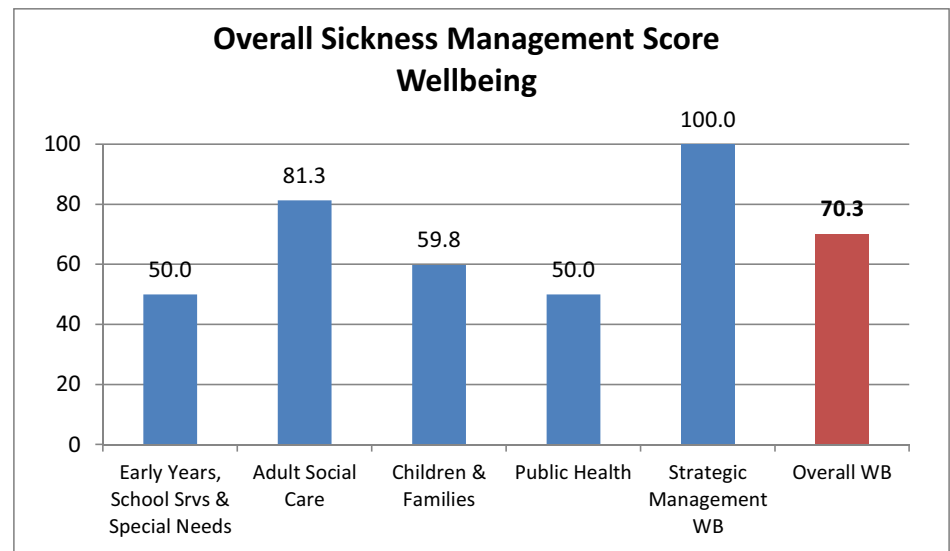
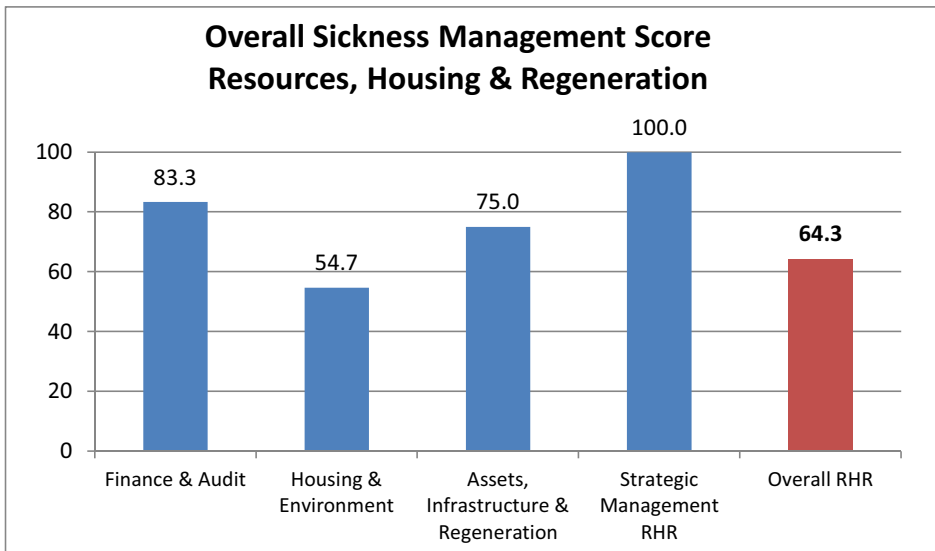
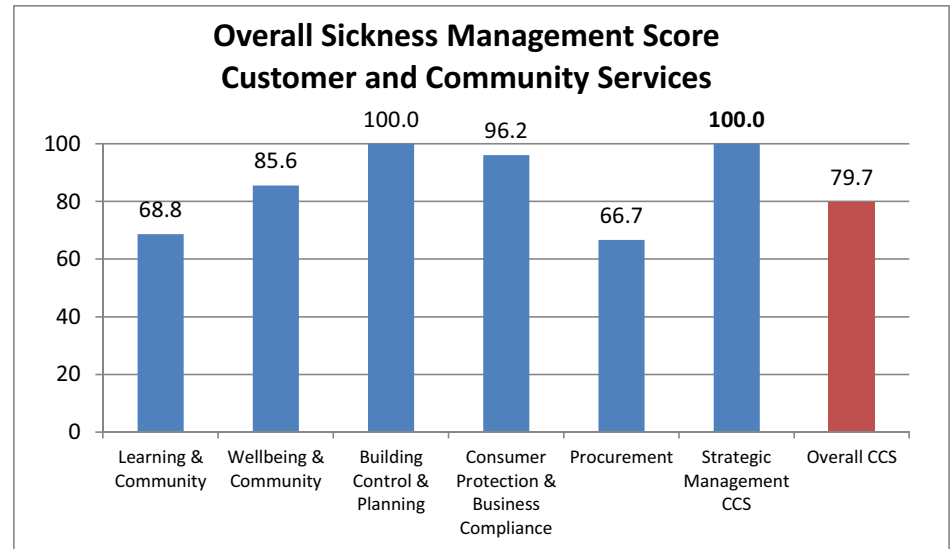
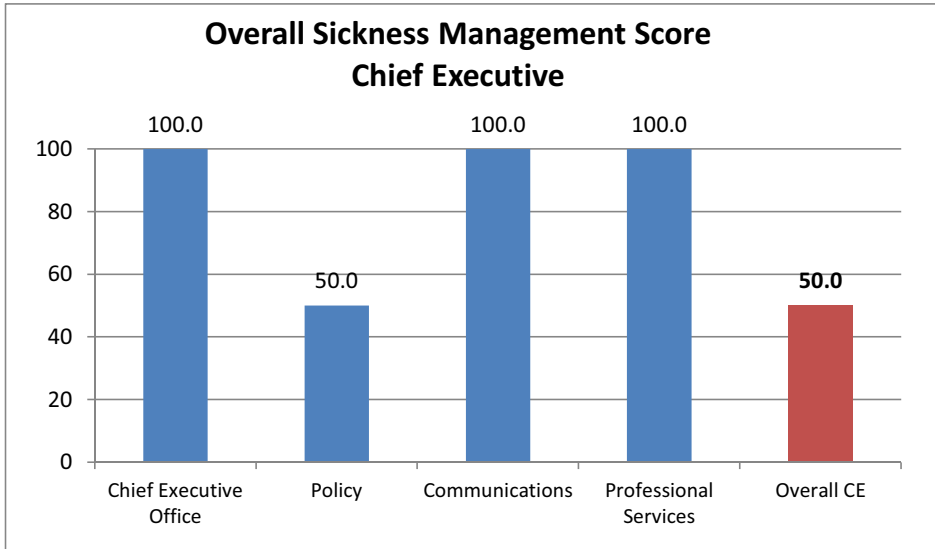
**Stress:** OD&HR have been working with the Council's Community Mental Health team to identify a Stress Workshop to assist employees cope with mental health problems, such as stress, depression and anxiety. These sessions can be attended by any Slough resident and the workshops have been publicised on our internal website to raise awareness of this support. Specific training for managers to support them in managing mental health

problems is being considered by the Employee Wellbeing Project Board and the OD/HR team.

## Overall Sickness Management Score per Division within the Directorates - July 2015

		Policy Score (50% Weighting)	Attending Course Score (25% Weighting)	Occupational Health Score (25% Weighting)	Total Score
<b>Chief Executive</b>	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
	<b>Overall CE</b>	<b>0.0</b>	<b>25.0</b>	<b>25.0</b>	<b>50.0</b>
<b>Customer &amp; Community Services</b>	Learning & Community	18.8	25.0	25.0	68.8
	Wellbeing & Community	36.7	25.0	24.0	85.6
	Building Control & Planning	50.0	25.0	25.0	100.0
	Consumer Protection & Business Compliance	50.0	25.0	21.2	96.2
	Procurement	16.7	-	25.0	66.7
	Strategic Management CCS	-	-	-	100.0
	<b>Overall CCS</b>	<b>31.0</b>	<b>25.0</b>	<b>23.7</b>	<b>79.7</b>
<b>Resources, Housing &amp; Regeneration</b>	Finance & Audit	33.3	25.0	-	83.3
	Housing & Environment	6.3	25.0	23.5	54.7
	Assets, Infrastructure & Regeneration	25.0	25.0	25.0	75.0
	Strategic Management RHR	-	-	-	100.0
	<b>Overall RHR</b>	<b>15.5</b>	<b>25.0</b>	<b>23.8</b>	<b>64.3</b>
<b>Wellbeing</b>	Early Years, School Srvs & Special Needs	0.0	25.0	25.0	50.0
	Adult Social Care	33.9	23.5	24.0	81.3
	Children & Families	12.1	23.9	23.8	59.8
	Public Health	0.0	25.0	25.0	50.0
	Strategic Management WB	50.0	-	25.0	100.0
	<b>Overall WB</b>	<b>22.5</b>	<b>23.8</b>	<b>24.0</b>	<b>70.3</b>
<b>SBC Overall</b>		<b>22.3</b>	<b>24.3</b>	<b>23.9</b>	<b>70.5</b>

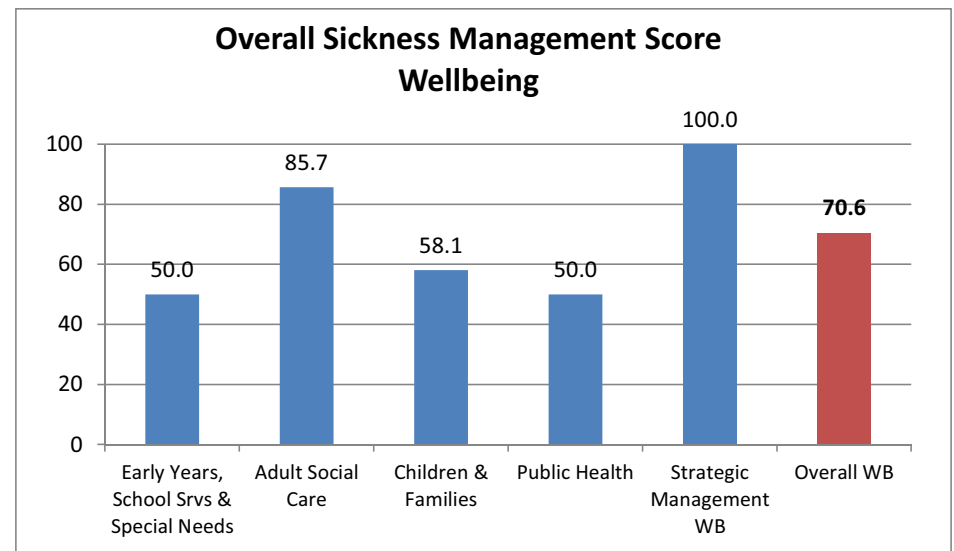
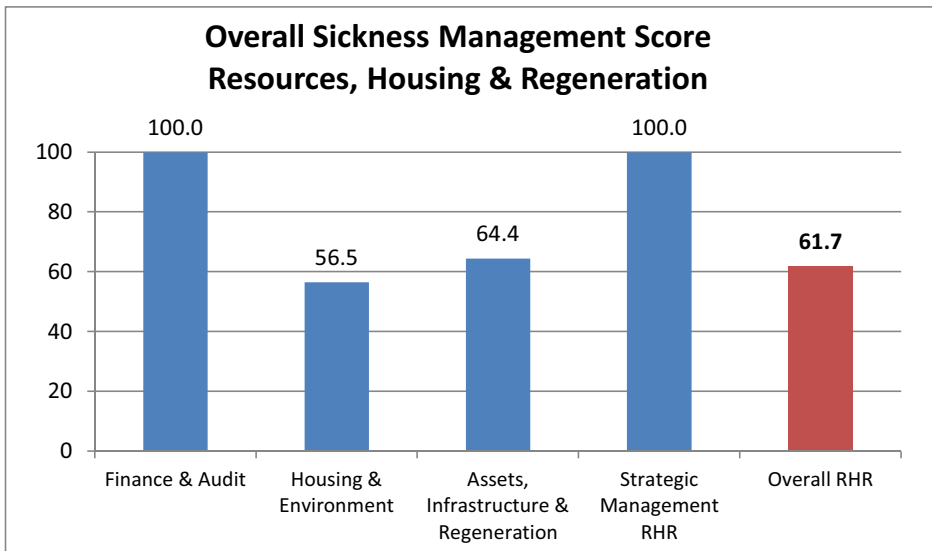
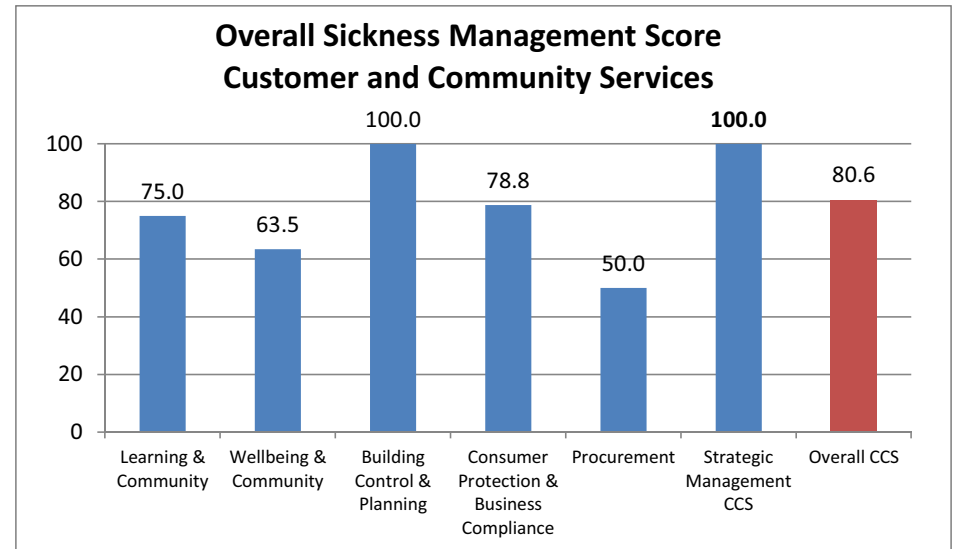
# Overall Sickness Management Score per Division within the Directorates - July 2015



## Overall Sickness Management Score per Division within the Directorates - August 2015

		Policy Score (50% Weighting)	Attending Course Score (25% Weighting)	Occupational Health Score (25% Weighting)	Total Score
<b>Chief Executive</b>	Chief Executive Office	-	-	-	100.0
	Policy	-	25.0	-	100.0
	Communications	-	25.0	-	100.0
	Professional Services	0.0	25.0	25.0	50.0
	<b>Overall CE</b>	<b>0.0</b>	<b>25.0</b>	<b>25.0</b>	<b>50.0</b>
<b>Customer &amp; Community Services</b>	Learning & Community	25.0	25.0	25.0	75.0
	Wellbeing & Community	38.5	0.0	25.0	63.5
	Building Control & Planning	-	25.0	25.0	100.0
	Consumer Protection & Business Compliance	33.3	25.0	20.5	78.8
	Procurement	0.0	-	25.0	50.0
	Strategic Management CCS	-	-	-	100.0
	<b>Overall CCS</b>	<b>31.8</b>	<b>25.0</b>	<b>23.8</b>	<b>80.6</b>
<b>Resources, Housing &amp; Regeneration</b>	Finance & Audit	50.0	25.0	-	100.0
	Housing & Environment	7.9	25.0	23.6	56.5
	Assets, Infrastructure & Regeneration	16.7	25.0	22.7	64.4
	Strategic Management RHR	-	-	-	100.0
	<b>Overall RHR</b>	<b>13.3</b>	<b>25.0</b>	<b>23.4</b>	<b>61.7</b>
<b>Wellbeing</b>	Early Years, School Srvs & Special Needs	0.0	25.0	25.0	50.0
	Adult Social Care	38.3	23.5	23.9	85.7
	Children & Families	10.3	23.9	23.8	58.1
	Public Health	0.0	25.0	25.0	50.0
	Strategic Management WB	50.0	-	25.0	100.0
	<b>Overall WB</b>	<b>22.8</b>	<b>23.8</b>	<b>24.0</b>	<b>70.6</b>
<b>SBC Overall</b>		<b>21.9</b>	<b>24.3</b>	<b>23.9</b>	<b>70.0</b>

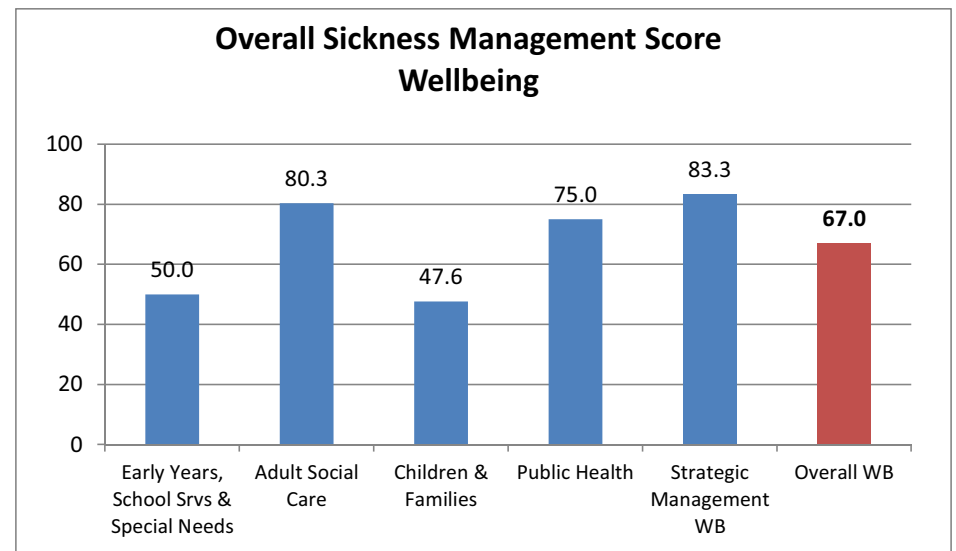
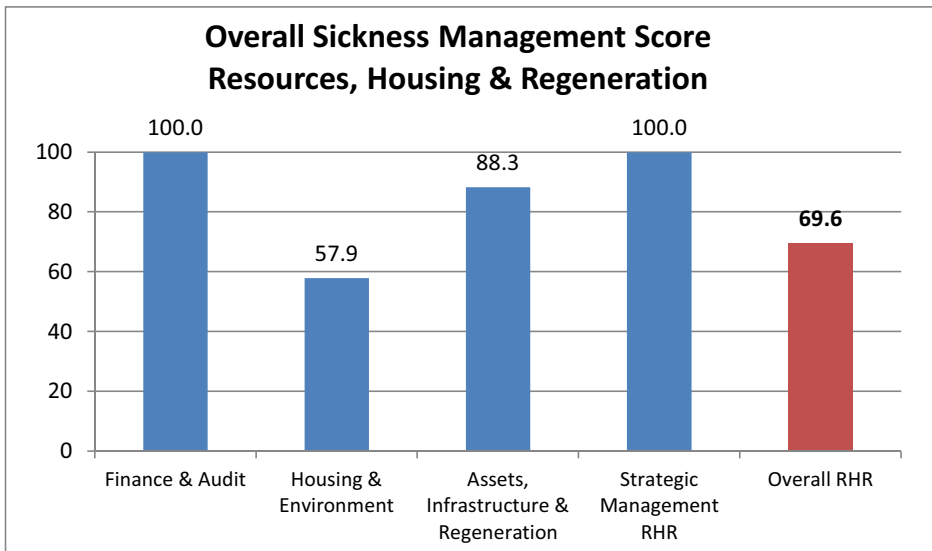
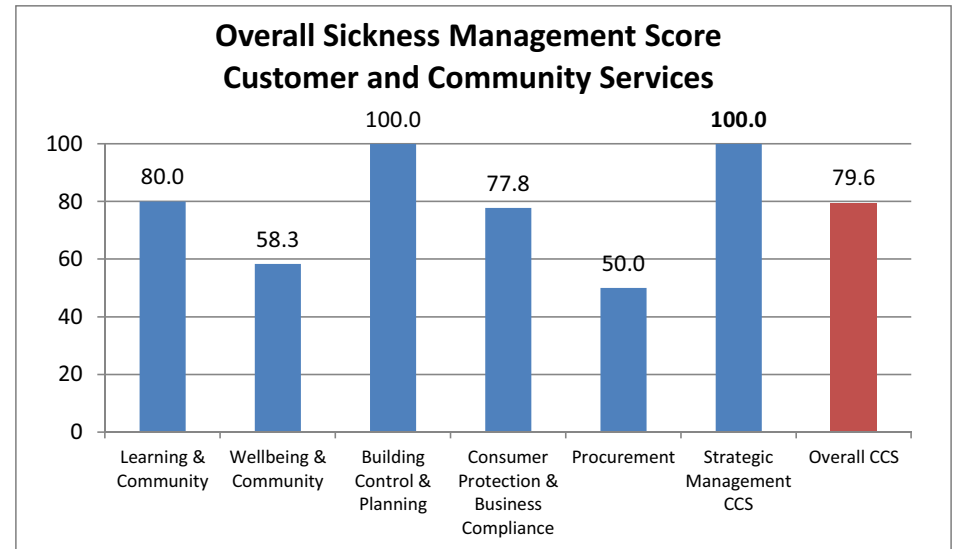
# Overall Sickness Management Score per Division within the Directorates - August 2015



## Overall Sickness Management Score per Division within the Directorates - September 2015

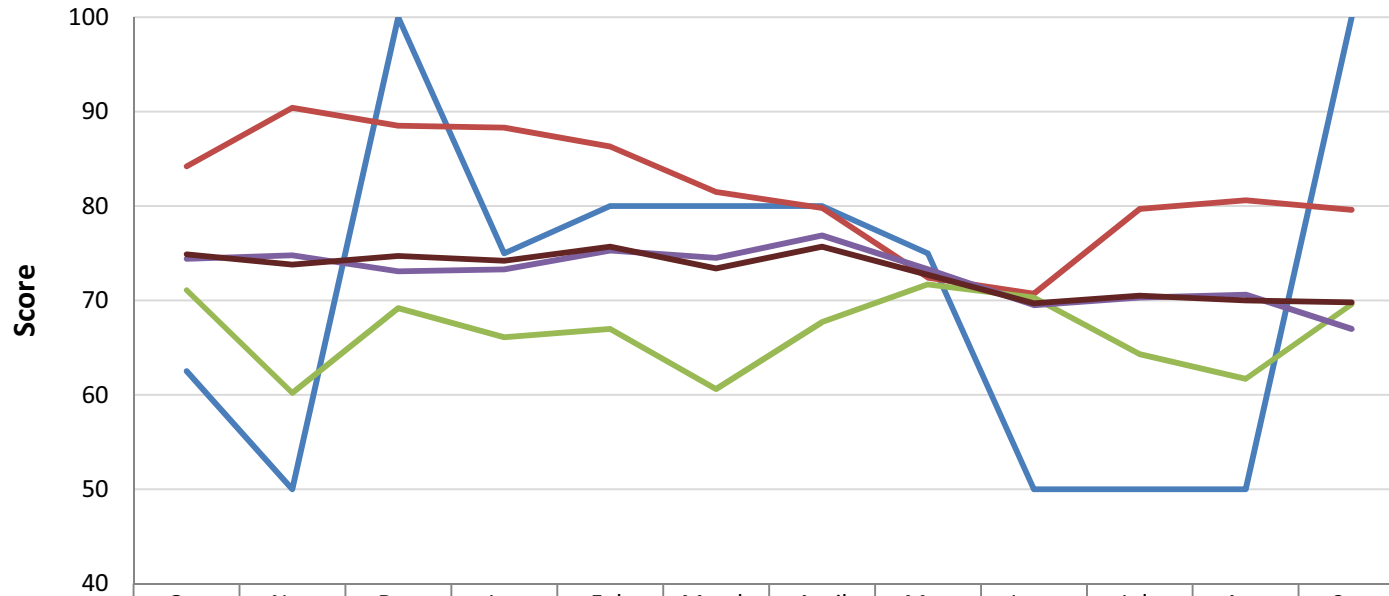
		Policy Score (50% Weighting)	Attending Course Score (25% Weighting)	Occupational Health Score (25% Weighting)	Total Score
<b>Chief Executive</b>	Chief Executive Office	-	-	-	100.0
	Policy	-	25.0	-	100.0
	Communications	-	25.0	25.0	100.0
	Professional Services	-	25.0	25.0	100.0
	<b>Overall CE</b>	<b>50.0</b>	<b>25.0</b>	<b>25.0</b>	<b>100.0</b>
<b>Customer &amp; Community Services</b>	Learning & Community	30.0	25.0	25.0	80.0
	Wellbeing & Community	33.3	0.0	25.0	58.3
	Building Control & Planning	-	25.0	25.0	100.0
	Consumer Protection & Business Compliance	33.3	25.0	19.4	77.8
	Procurement	0.0	-	25.0	50.0
	Strategic Management CCS	-	-	-	100.0
	<b>Overall CCS</b>	<b>31.0</b>	<b>25.0</b>	<b>23.7</b>	<b>79.6</b>
<b>Resources, Housing &amp; Regeneration</b>	Finance & Audit	50.0	25.0	-	100.0
	Housing & Environment	9.5	25.0	23.4	57.9
	Assets, Infrastructure & Regeneration	40.0	25.0	23.3	88.3
	Strategic Management RHR	-	-	-	100.0
	<b>Overall RHR</b>	<b>21.2</b>	<b>25.0</b>	<b>23.4</b>	<b>69.6</b>
<b>Wellbeing</b>	Early Years, School Srvs & Special Needs	0.0	25.0	25.0	50.0
	Adult Social Care	32.9	23.5	24.0	80.3
	Children & Families	0.0	23.9	23.7	47.6
	Public Health	25.0	25.0	25.0	75.0
	Strategic Management WB	33.3	-	25.0	83.3
	<b>Overall WB</b>	<b>19.2</b>	<b>23.8</b>	<b>24.0</b>	<b>67.0</b>
<b>SBC Overall</b>		<b>21.7</b>	<b>24.3</b>	<b>23.8</b>	<b>69.8</b>

# Overall Sickness Management Score per Division within the Directorates - September 2015





**Overall Management Score October 2014 to September 2015**



	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
CE	62.5	50.0	100.0	75.0	80.0	80.0	80.0	75.0	50.0	50.0	50.0	100.0
CCS	84.2	90.4	88.5	88.3	86.3	81.5	79.8	72.4	70.7	79.7	80.6	79.6
RHR	71.1	60.2	69.2	66.1	67.0	60.6	67.7	71.7	70.3	64.3	61.7	69.6
WB	74.4	74.8	73.1	73.3	75.3	74.5	76.9	73.3	69.5	70.3	70.6	67.0
SBC	74.9	73.8	74.7	74.2	75.7	73.4	75.7	72.7	69.7	70.5	70.0	69.8

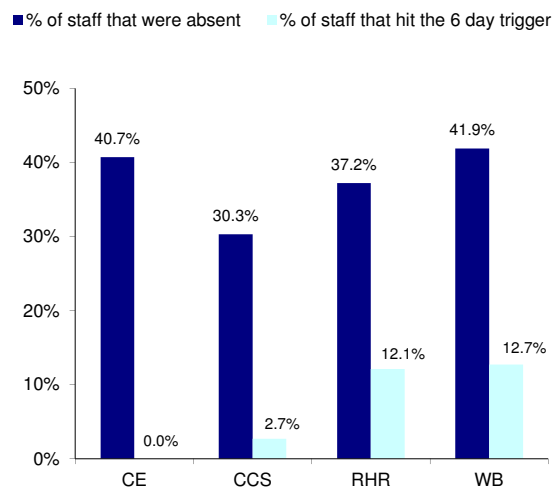
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Please see enclosed the Sickness Balanced Scorecard for September 2015 for SBC, CE, CCS, RHR and WB. Also see attached the sick days per FTE from October 2014 to September 2015.

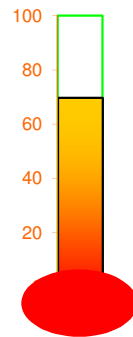
## Sickness Balanced Scorecard - September 2015 Report SBC (Apr 14 - Sep 15)

	CE	CCS	RHR	WB	Total
	54	294	231	503	1082
Number of staff overall					
Staff sick for at least 1 day	22	89	86	211	408
Staff that met the 6 day sickness trigger	0	8	28	64	109
Staff referred to OH	0	3	8	27	45
Staff had stage 1 meeting when 6 day trigger met	0	5	12	27	52
Staff with further absence after stage 1 meeting	0	1	4	8	16
If further sickness, stage 2 meeting taken place	0	0	1	1	2
Staff with further sickness after stage 2 meeting	0	0	1	0	1
Staff that have had a Director Review	0	0	1	0	1
Managers attended or booked onto absence course	13	66	53	101	233
	40.7%	30.3%	37.2%	41.9%	37.7%
	0.0%	2.7%	12.1%	12.7%	10.1%
	0.0%	37.5%	28.6%	42.2%	41.3%
	-	62.5%	42.9%	42.2%	47.7%
	-	20.0%	33.3%	29.6%	30.8%
	-	0.0%	25.0%	12.5%	12.5%
	-	-	100.0%	0.0%	50.0%
	-	-	100.0%	-	100.0%
	100.0%	100.0%	100.0%	95.3%	97.9%

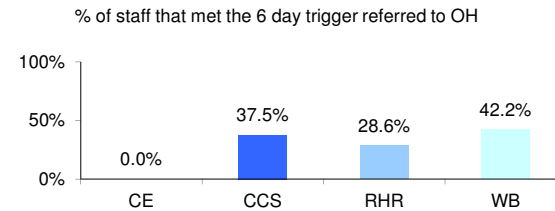
**How can I improve this?**  
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.  
 - Ensure managers are returning the completed tracker sheets within the deadline.



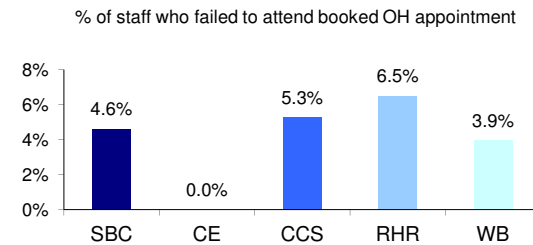
Overall Sickness Management Score **69.8**



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



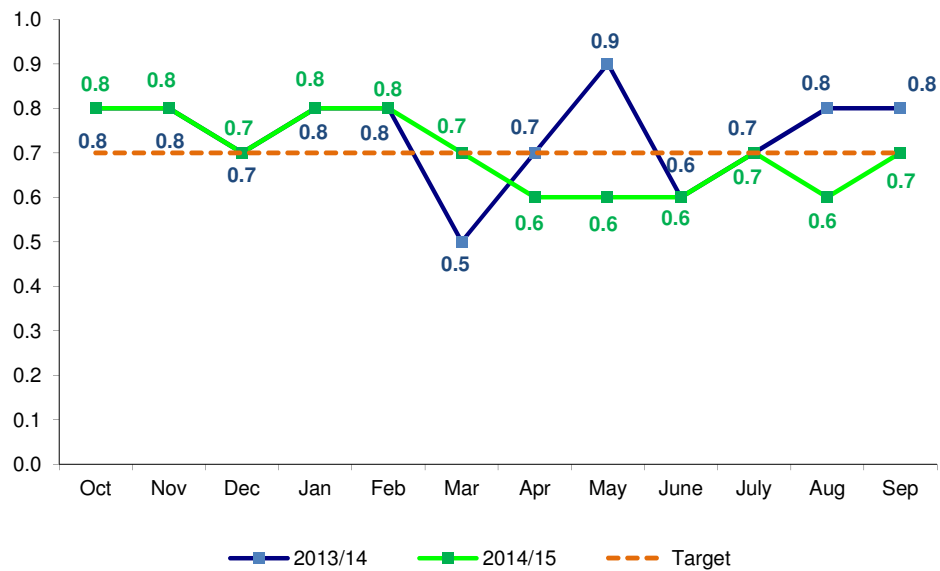
**How can I improve this?**  
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - September 2015 Report**  
**SBC (Apr 14 - Sep 15)**

**Number of sick days per FTE (Monthly)**



Actuals	
Year to Date Number of Days (October 14 - September 15)	8.4
Average Per Month (Days)	0.70

Council Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

## Sickness Balanced Scorecard - September 2015 Report Chief Executive (Apr 14 - Sep 15)

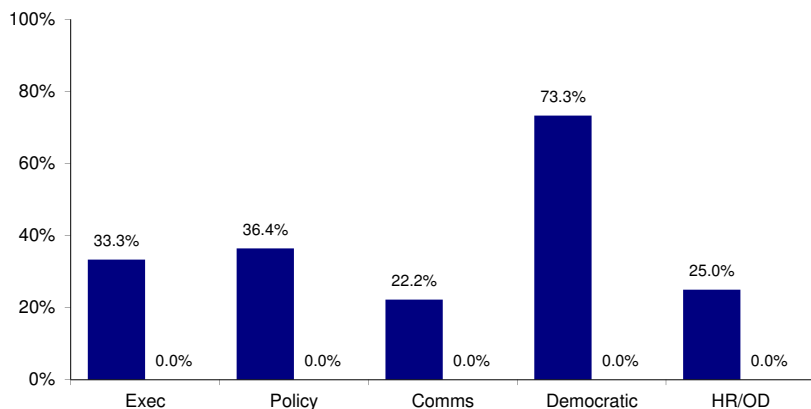
	Executive Office		Policy		Communications		Democratic Services		HR/OD Services		Total	
	3		11		9		15		16		54	
Number of staff overall												
Staff sick for at least 1 day	1	33.3%	4	36.4%	2	22.2%	11	73.3%	4	25.0%	22	40.7%
Staff that met the 6 day sickness trigger	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Staff referred to OH	0	-	0	-	0	-	0	-	0	-	0	0.0%
Staff had stage 1 meeting when 6 day trigger met	0	-	0	-	0	-	0	-	0	-	0	-
Staff with further absence after stage 1 meeting	0	-	0	-	0	-	0	-	0	-	0	-
If further sickness, stage 2 meeting taken place	0	-	0	-	0	-	0	-	0	-	0	-
Staff with further sickness after stage 2 meeting	0	-	0	-	0	-	0	-	0	-	0	-
Staff that have had a Director Review	0	-	0	-	0	-	0	-	0	-	0	-
Managers attended or booked onto absence course	-	-	1	100.0%	2	100.0%	4	100.0%	4	100.0%	11	100.0%

### How can I improve this?

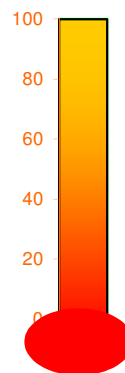
- Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.  
- Ensure managers are returning the completed tracker sheets within the deadline.

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

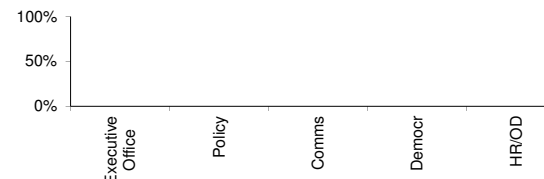


Overall Sickness Management Score **100.0**



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

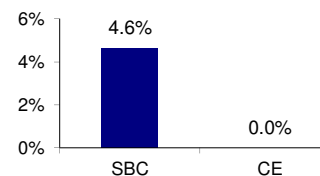
% of staff who met the 6 day trigger referred to OH



### 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

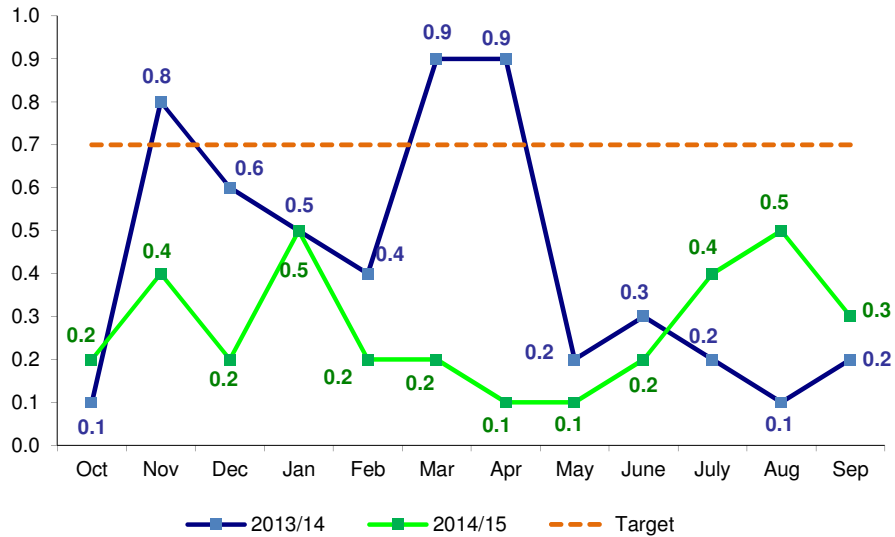
% of staff who failed to attend booked OH appointment



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - September 2015 Report  
Chief Executive (Apr 14 - Sep 15)**

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (October 14 - September 15)	3.3
Average Per Month (Days)	0.28

CE Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

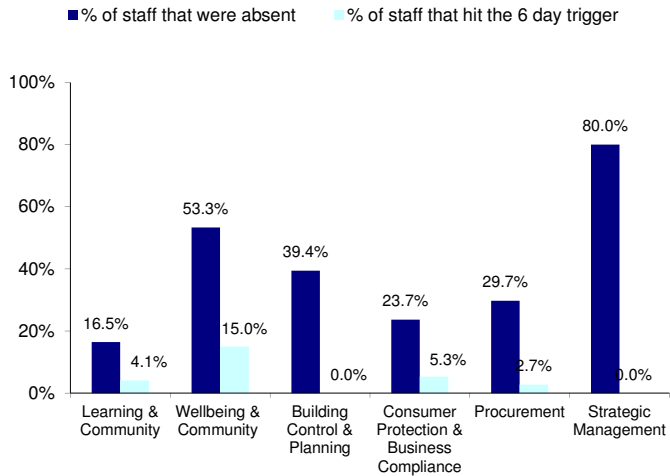
Sick Days Per FTE									
Division	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015
Chief Executive	0.0	0.0	2.0	0.7	0.0	0.0	0.3	0.0	0.0
Strategy Pol & Comms	-	-	-	-	-	0.3	0.5	0.8	0.4
Professional Services	0.2	0.1	0.2	0.1	0.2	0.0	0.1	0.1	0.1

## Sickness Balanced Scorecard - September 2015 Report Customer & Community Services (Apr 14 - Sep 15)

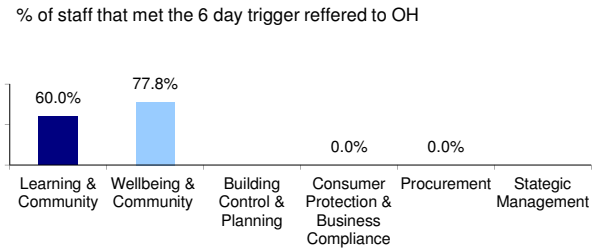
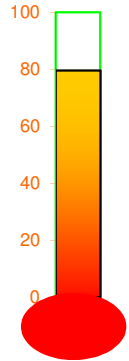
	Learning & Community	Wellbeing & Community	Building Control & Planning	Consumer Pro & Business Comp	Procurement	Strategic Management	Total
Number of staff overall	<b>121</b>	<b>60</b>	<b>33</b>	<b>38</b>	<b>37</b>	<b>5</b>	<b>294</b>
Staff sick for at least 1 day	20 16.5%	32 53.3%	13 39.4%	9 23.7%	11 29.7%	4 80.0%	89 30.3%
Staff that met the 6 day sickness trigger	5 4.1%	9 15.0%	0 0.0%	2 5.3%	1 2.7%	0 0.0%	8 2.7%
Staff referred to OH	3 60.0%	7 77.8%	0 -	0 0.0%	0 0.0%	0 -	3 37.5%
Staff had stage 1 meeting when 6 day trigger met	3 60.0%	8 88.9%	0 -	2 100.0%	0 0.0%	0 -	5 62.5%
Staff with further absence after stage 1 meeting	0 0.0%	3 37.5%	0 -	1 50.0%	0 -	0 -	1 20.0%
If further sickness, stage 2 meeting taken place	0 -	0 0.0%	0 -	0 0.0%	0 -	0 -	0 0.0%
Staff with further sickness after stage 2 meeting	0 -	0 -	0 -	0 -	0 -	0 -	0 -
Staff that have had a Director Review	0 -	0 -	0 -	0 -	0 -	0 -	0 -
Managers attended or booked onto absence course	100.0%	100.0%	100.0%	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.



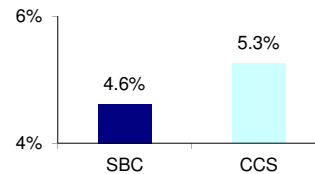
Overall Sickness Management Score **79.6**



### 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



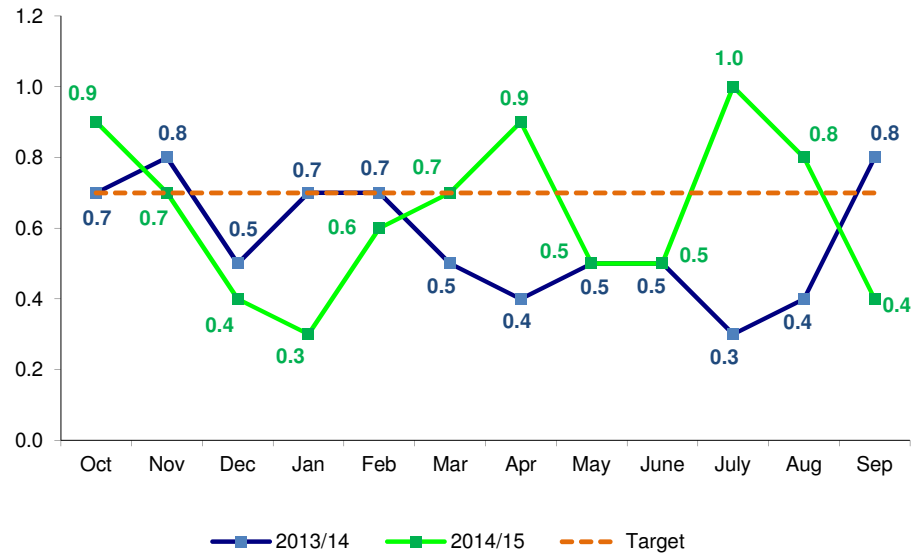
Please note this % relates to the period stated above.

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



**Sickness Balanced Scorecard - September 2015 Report**  
**Customer & Community Services (Apr 14 - Sep 15)**

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (October 14 - September 15)	7.7
Average Per Month (Days)	0.64

CCS Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

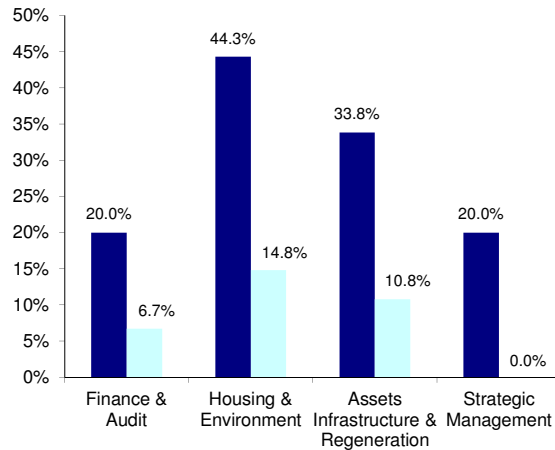
Sick Days Per FTE									
Division	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015
Learning & Community	-	-	-	-	-	-	1.9	1.5	0.7
Wellbeing & Community	-	-	-	-	-	-	0.1	0.1	0.3
Enforcement & Regulation	0.1	0.3	0.2	0.4	0.1	0.1	0.3	0.2	0.1
Strategic Management	0.0	0.4	0.0	0.0	0.0	0.0	0.3	0.0	0.1
Procurement	-	-	-	-	-	0.3	0.3	0.0	0.1

## Sickness Balanced Scorecard - September 2015 Report Resources Housing & Regeneration (Apr 14 - Sep 15)

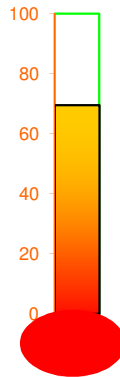
	Finance and Audit	Housing & Environment	Assets, Inf & Regeneration	Strategic Management	Total
Number of staff overall	<b>30</b>	<b>122</b>	<b>74</b>	<b>5</b>	<b>231</b>
Staff sick for at least 1 day	6 (20.0%)	54 (44.3%)	25 (33.8%)	1 (20.0%)	86 (37.2%)
Staff that met the 6 day sickness trigger	2 (6.7%)	18 (14.8%)	8 (10.8%)	0 (0.0%)	28 (12.1%)
Staff referred to OH	1 (50.0%)	1 (5.6%)	6 (75.0%)	0 (-)	8 (28.6%)
Staff had stage 1 meeting when 6 day trigger met	2 (100.0%)	2 (11.1%)	8 (100.0%)	0 (-)	12 (42.9%)
Staff with further absence after stage 1 meeting	0 (0.0%)	2 (100.0%)	2 (25.0%)	0 (-)	4 (33.3%)
If further sickness, stage 2 meeting taken place	0 (-)	1 (50.0%)	0 (0.0%)	0 (-)	1 (25.0%)
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 (-)	1 (100.0%)	0 (-)	0 (-)	1 (100.0%)
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

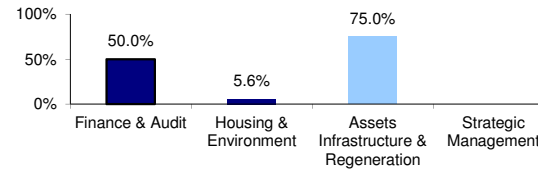


Overall Sickness Management Score **69.6**



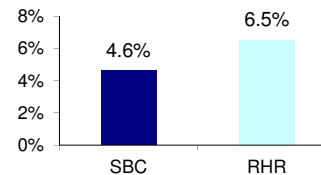
The Overall Score has components weighted at:  
 50% Applying Policy  
 25% Course Attendance  
 25% OH Attendance.

% of staff who met the 6 day trigger referred to OH



**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

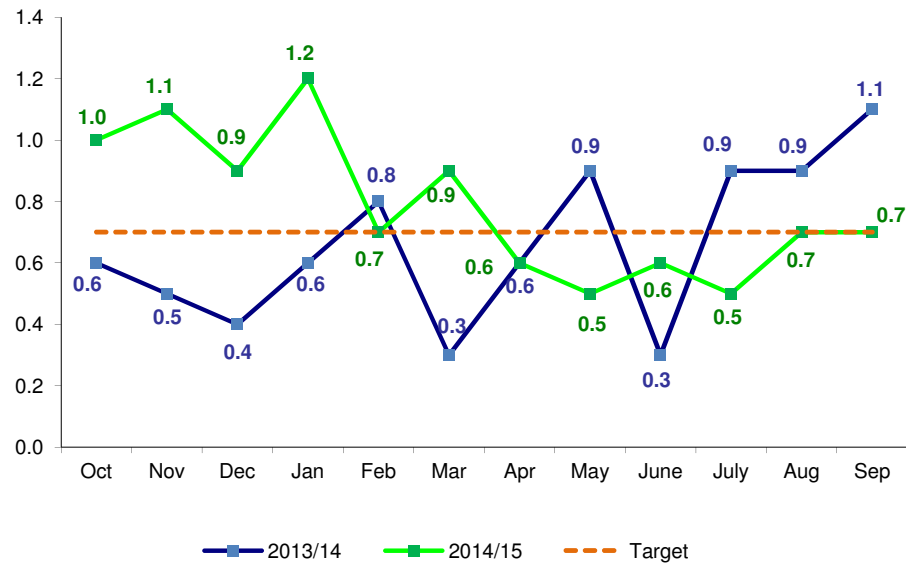
% of staff who failed to attend booked OH appointment



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - September 2015 Report**  
**Resources Housing & Regeneration (Apr 14 - Sep 15)**

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (October 14 - September 15)	9.4
Average Per Month (Days)	0.78

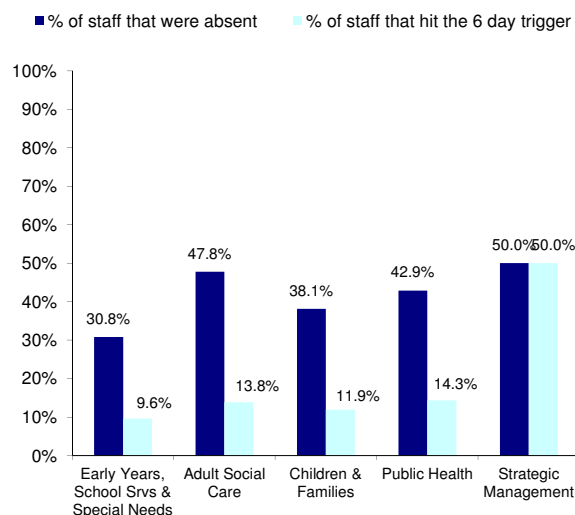
RHR Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

Sick Days Per FTE									
Division	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015
Finance and Audit	0.3	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0
Housing & Environment	1.5	1.0	1.3	0.7	0.8	0.7	0.7	1.1	1.2
Assets, Inf & Regeneration	1.0	0.6	0.5	0.6	0.2	0.2	0.4	0.2	0.2
Strategic Management	0.4	0.0	0.0	0.0	0.0	0.0	0.2	0.0	0.0

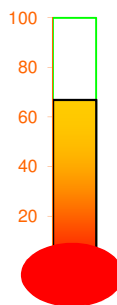
## Sickness Balanced Scorecard - September 2015 Report Wellbeing (Apr 14 - Sep 15)

	Early Years & School Svcs	Adult Social Care	Children & Families	Public Health	Strategic Management	Total
Number of staff overall	<b>52</b>	<b>232</b>	<b>210</b>	<b>7</b>	<b>2</b>	<b>503</b>
Staff sick for at least 1 day	16 30.8%	111 47.8%	80 38.1%	3 42.9%	1 50.0%	211 41.9%
Staff that met the 6 day sickness trigger	5 9.6%	32 13.8%	25 11.9%	1 14.3%	1 50.0%	64 12.7%
Staff referred to OH	0 0.0%	25 78.1%	0 0.0%	1 100.0%	1 100.0%	27 42.2%
Staff had stage 1 meeting when 6 day trigger met	0 0.0%	25 78.1%	0 0.0%	1 100.0%	1 100.0%	27 42.2%
Staff with further absence after stage 1 meeting	0 -	6 24.0%	0 -	1 100.0%	1 100.0%	8 29.6%
If further sickness, stage 2 meeting taken place	0 -	0 0.0%	0 -	0 0.0%	1 100.0%	1 12.5%
Staff with further sickness after stage 2 meeting	0 -	0 -	0 -	0 -	0 0.0%	0 0.0%
Staff that have had a Director Review	0 -	0 -	0 -	0 -	0 -	0 -
Managers attended or booked onto absence course	10 100.0%	45 93.8%	43 95.6%	3 100.0%	- -	101 95.3%

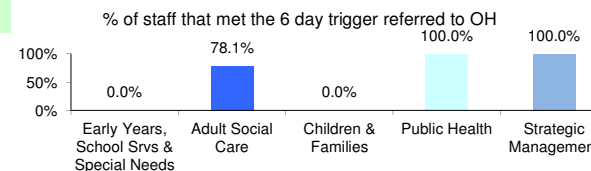
**How can I improve this?**  
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.  
 - Ensure managers are returning the completed tracker sheets within the deadline.



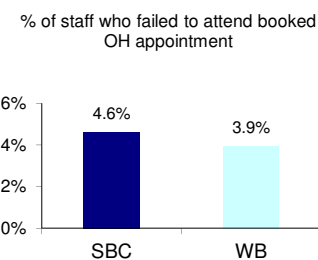
Overall Sickness Management Score **67.0**



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



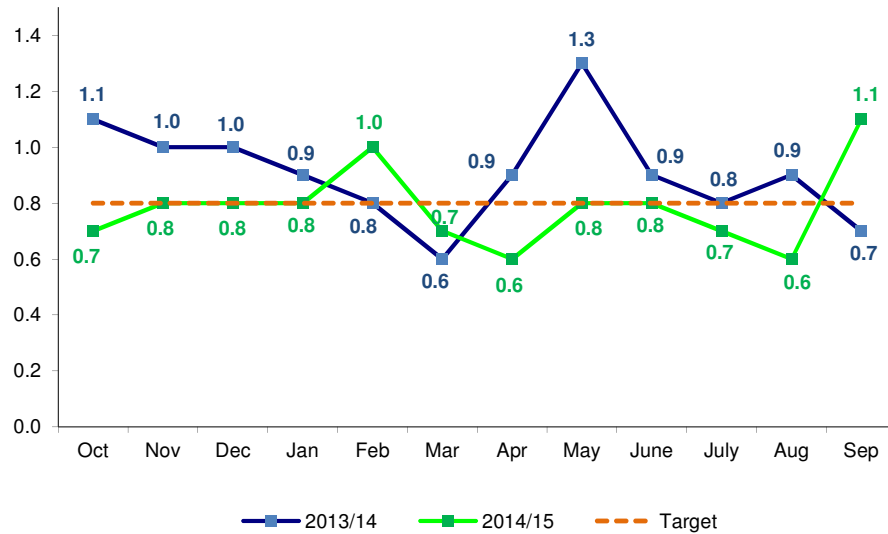
**How can I improve this?**  
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - September 2015 Report**  
**Wellbeing (Apr 14 - Sep 15)**

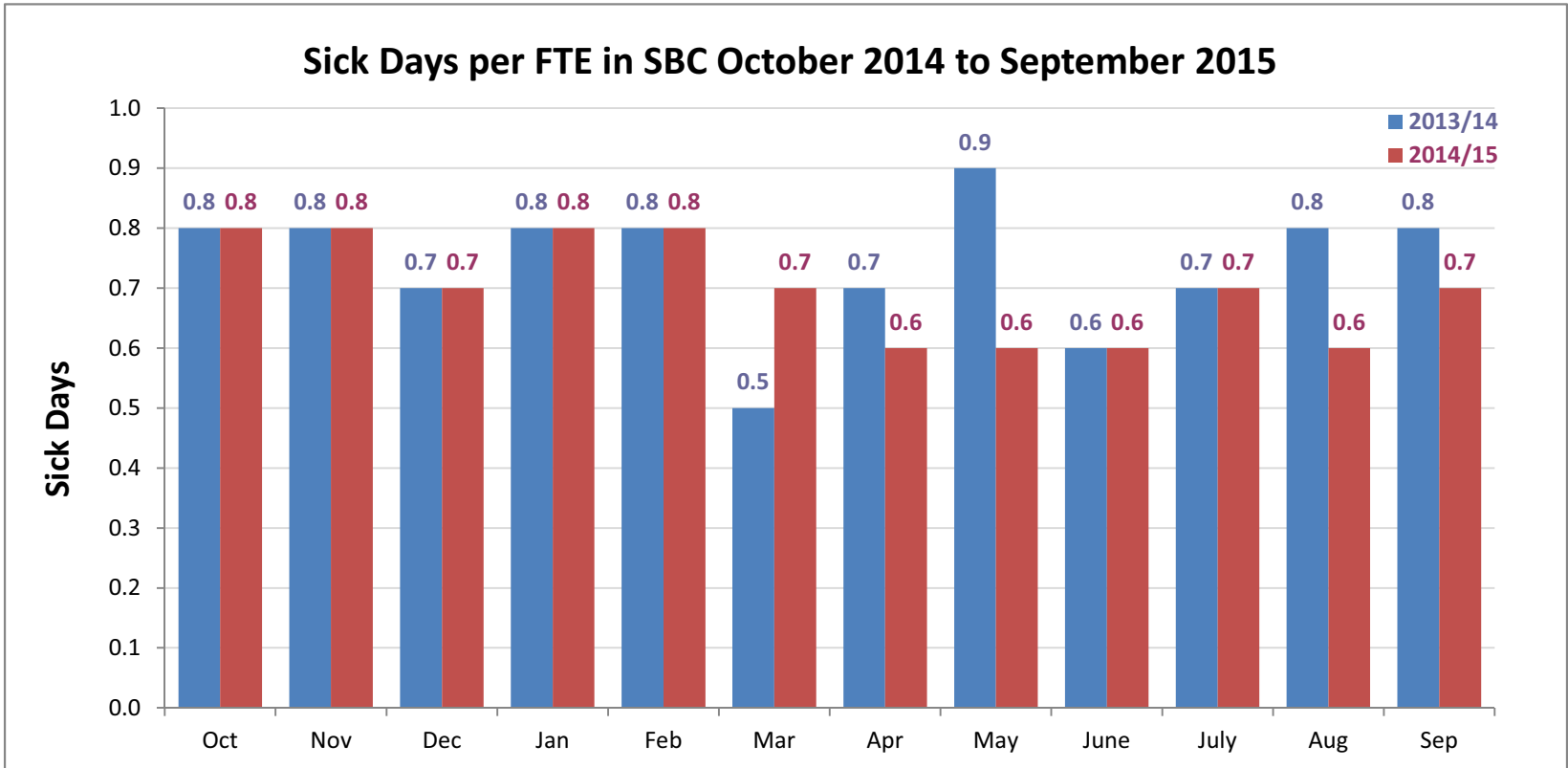
**Number of sick days per FTE (Monthly)**

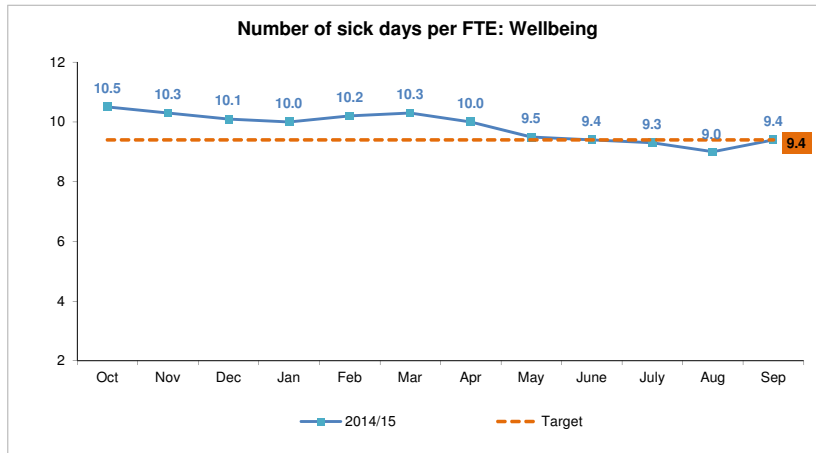
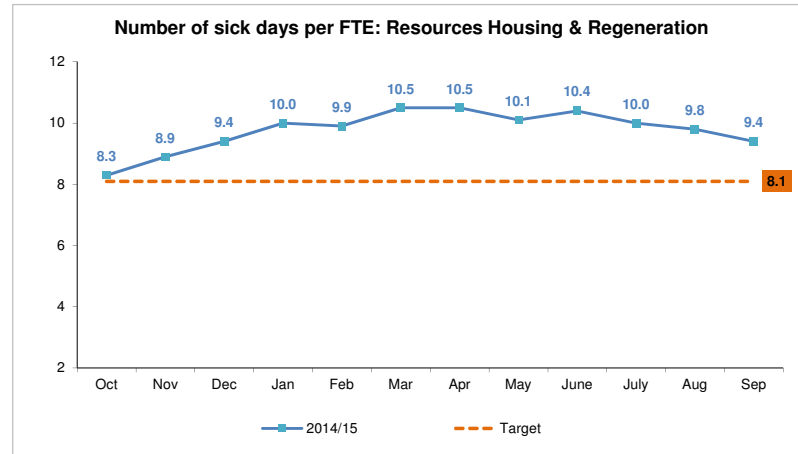
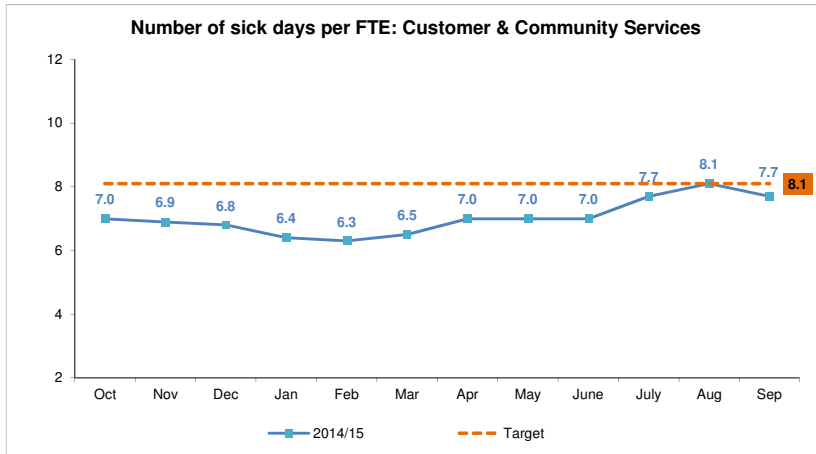
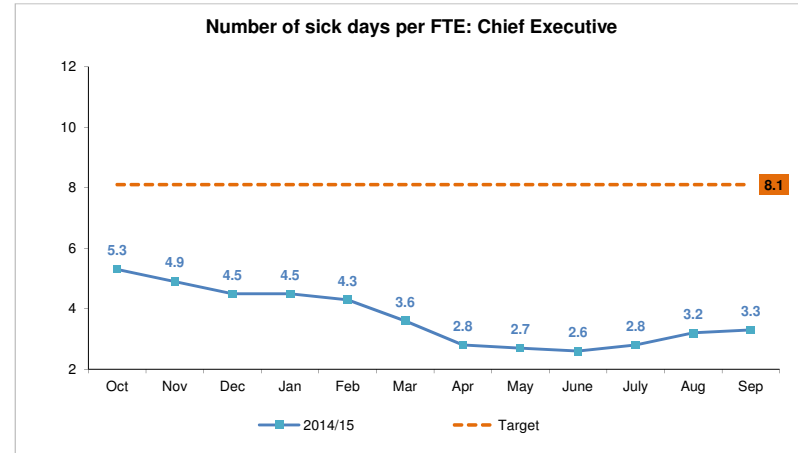
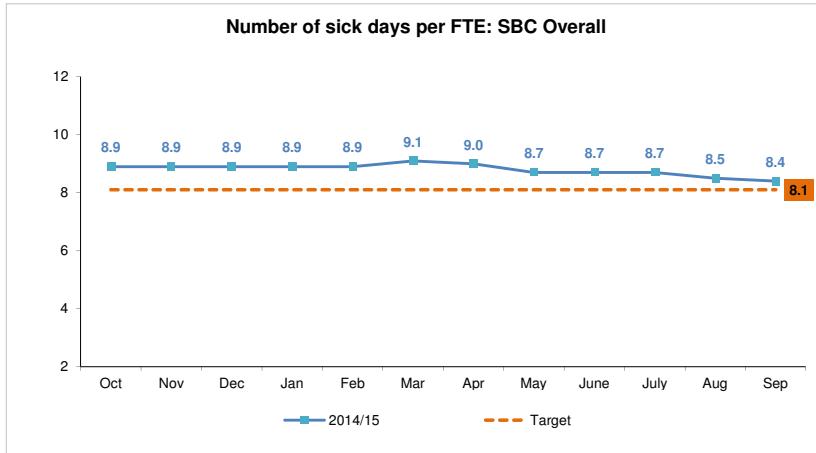


Actuals	
Year to Date Number of Days (October 14 - September 15)	9.4
Average Per Month (Days)	0.78

WB Targets	
Year to Date Target for Mar 2015 (Days per year)	9.4
Year to Date Target for Mar 2015 (Average Per Month)	0.8

Sick Days Per FTE									
Division	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sep 2015
Early Years & School Svcs	2.0	0.8	1.7	0.3	0.3	1.0	2.1	0.9	2.3
Adult Social Care	0.9	0.8	0.8	0.7	0.6	0.8	0.3	0.4	1.0
Children & Families	0.6	1.1	0.3	0.5	1.0	0.8	0.9	0.7	-
Public Health	0.1	0.5	1.5	0.0	0.1	0.0	0.5	0.5	1.5
Strategic Management	2.5	10.0	11.0	7.3	12.7	10.0	6.5	0.0	0.0





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## Sick Days Per FTE by Division: 12 Month Rolling Total April 2015 to September 2015

		Sick Days Per FTE						Direction of Travel between Aug 2015 and Sep 2015
Division		Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	
<b>Chief Executive (Target 8.1)</b>	Chief Executive	3.0	3.0	3.0	3.3	3.3	3.3	□
	Strategy Pol & Comms	3.9	3.9	3.4	3.8	4.3	4.5	□
	Professional Services	2.7	2.6	2.5	2.3	2.3	2.1	□
	<b>Chief Executive</b>	2.8	2.7	2.6	2.8	3.2	3.3	□
<b>Customer &amp; Community Services (Target 8.1)</b>	Community & Skills *	7.5	7.8	8.2	9.5	10.4	10.4	□
	Enforcement & Regulation	6.7	6.3	5.6	5.2	4.8	3.7	□
	Strategic Management	0.4	0.4	0.4	0.7	0.7	0.8	□
	Procurement	0.0	0.0	0.3	0.6	0.6	0.7	□
	<b>Customer &amp; Community Services</b>	7.0	7.0	7.0	7.7	8.1	7.7	□
<b>Resources, Housing &amp; Regeneration (Target 8.1)</b>	Finance and Audit	2.3	2.3	2.3	1.5	1.1	1.1	□
	Housing & Environment	15.5	14.9	15.1	14.6	14.0	13.5	□
	Assets, Inf & Regeneration	8.1	7.7	7.8	7.7	7.1	6.4	□
	Strategic Management	1.5	1.0	1.0	1.2	1.2	1.2	□
	<b>Resources, Housing &amp; Regeneration</b>	10.5	10.1	10.4	10.0	9.8	9.4	□
<b>Wellbeing (Target 9.4)</b>	Early Years & School Svcs	11.8	10.6	10.4	11.4	11.4	13.3	□
	Adult Social Care	12.4	11.3	10.8	10.1	9.1	9.0	□
	Children & Families	7.4	8.0	8.4	8.5	8.5	-	□
	Public Health	2.9	2.5	2.5	3.0	3.5	5.0	□
	Strategic Management	36.8	49.5	59.5	66.0	66.0	65.5	□
<b>Wellbeing</b>	10.0	9.5	9.4	9.3	9.0	9.4	□	
<b>Slough Borough Council (Target 8.1)</b>		9.0	8.7	8.7	8.7	8.5	8.4	□

Target Achieved

Target Not Achieved

Significant Cause For Concern

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

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**MEMBERS' ATTENDANCE RECORD 2015/2016**

**EMPLOYMENT AND APPEALS COMMITTEE**

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

P = Present for whole meeting  
 Ap = Apologies given

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

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