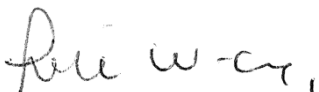


Date of issue: Wednesday, 15 January 2020

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Brooker (Chair), Bedi, Bains, Chaudhry, N Holledge, Hulme, Mohammad, Sadiq and Smith)
DATE AND TIME:	THURSDAY, 23RD JANUARY, 2020 AT 6.30 PM
VENUE:	ENCELADUS SUITE 2 - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	JANINE JENKINSON 01753 875018

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.



JOSIE WRAGG
Chief Executive

AGENDA

PART 1

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
------------------------------	---------------------	-------------	-------------

CONSTITUTIONAL MATTERS

Apologies for absence

1.	Declarations of Interest	-	-
----	--------------------------	---	---

All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	Minutes of the Meeting held on 22nd October 2019	1 - 4	-

SERVICE IMPLEMENTATION ISSUES

3.	Pay Policy Statement Update 2020/21	5 - 14	All
4.	Temporary Agency Staff	To follow	All
5.	The Slough Academy - Update	15 - 26	All
6.	Members' Attendance Record	27 - 28	-
7.	Date of Next Meeting - 8th April 2020	-	-

Press and Public

Attendance and accessibility: 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 any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

Filming and recording: The Council allows the filming, recording and photographing at its meetings that are open to the public. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. 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.

Emergency procedures: The fire alarm is a continuous siren. If the alarm sounds immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.

Employment & Appeals Committee – Meeting held on Tuesday, 22nd October, 2019.

Present:- Councillors Brooker (Chair), Chaudhry, N Holledge, Mohammad, Sadiq and Smith

Also present under Rule 30:- None

Apologies for Absence:- Councillors Bedi, Bains and Hulme

PART 1

9. Declarations of Interest

None were declared.

10. Minutes of the Meeting held on 18th June 2019

Resolved – That the minutes of the meeting held on 18th June 2019 be approved as a correct record.

11. Employment Policies and Procedures

Belinda Collins (OD/HR Business Partner) and Jules Potter (Head of Organisational Development) presented a report that sought approval of the new Managing Performance Policy and Procedure and the revised Learning and Development Policy.

Consultation on the policies had been undertaken with: the Trade Unions, Senior Leadership Team, Corporate Management Team, the Employee Engagement Forum, the Disability Forum and the Corporate Consultation Forum.

Members were provided with a summary of the main changes to the Managing Performance Policy and Procedure, which included:

- Further guidance for managers regarding conducting one-to-one review meetings and tackling poor performance. In addition, it provided guidance in respect of coaching an employee and handling difficult conversations.
- An update to reflect the new performance review process.
- Removal of the review stages in the current policy to provide a shorter timescale and swifter progression in the management of poor performance cases.
- The addition of a Data Protection Regulations 2018 clause.

The Learning and Development Policy had been revised as follows:

Employment & Appeals Committee - 22.10.19

- Additional information regarding the Slough Academy apprenticeships programme had been incorporated.
- Amendments had been made to reflect the transition from appraisals to the new performance review process.
- The introduction of volunteers as learners in-line with Section 11 requirements had been included.
- Clearer guidance informing managers how to apply for training funds to support development needs within their directorate.
- Inclusion of information regarding the introduction of a new Learning Management System 'Cornerstone' following the implementation of the Policy.

A Member queried why the Managing Performance Policy and Procedure was scheduled to be internally reviewed every three years, rather than more frequently.

It was explained that a three yearly review process was considered good practice; however, the Policy could be reviewed earlier if considered necessary due to local or national requirements. It was agreed that the front sheet of the Policy would be amended to make it explicit that the Policy could be reviewed earlier, if necessary.

In relation to performance management, a Member queried how long information was held on an employee's record. It was explained that this depended on the 'sanction period' which was time-limited. Information was not kept unnecessarily and records were 'cleansed' appropriately.

On behalf of the Committee, the Chair thanked the OD/HR Business Partner and the Head of Organisational Development for the report.

Resolved -

- (a) That, subject to an amendment to the front sheet, as detailed above, the Managing Performance Policy and Procedure, as set out in Appendix 1 of the report be approved.
- (b) That the Learning and Development Policy, as set out in Appendix 2 of the report be approved.

12. Temporary Agency Staff

The Committee considered an update report on the Council's actions in relation to the supply and control of temporary labour.

At the last meeting held in June 2019, the Committee had requested a range of data and information. In response, the OD/HR Business Partner presented the requested information, as set out on pages 91 to 96 of the report.

Employment & Appeals Committee - 22.10.19

The Council continued to spend on temporary labour at a consistent rate of £8 - £10 million per year. The reasons for employing temporary staff included: to fill gaps in the establishment; to meet peaks of workload; to meet the need for short term, fixed or project work where there was no capacity in the permanent workforce; to provide specific skills or capabilities required on a short term basis.

A Member queried why the cost of temporary labour remained consistent, whilst the overall head count of Council employees had been reduced. In addition, it was asked what percentage of the workforce was temporary. In response, it was explained the Council workforce had reduced mainly due to the academisation of a number of schools; it was estimated that 25% of the workforce was temporary and this was not untypical for an urban council.

The analysis showed that for lower cost roles, there were savings to be made from using temporary labour as well as increased flexibility for the Council. It was recognised that this needed to be balanced against the Council's obligation to provide permanent employment.

The cost of temporary labour was circa £386,883 over the cost of equivalent employed labour. It was highlighted that on costs, which were typically 27% to cover the cost of sickness absence, employer National Insurance contributions, pension and other costs, were not applicable to temporary staff, meaning they could be less expensive than a permanent employee.

Members were informed that there were a number of posts classed as 'national and local shortage' and these roles impacted on the cost of employing such workers, with workers choosing to work as temporary staff, in order to maximise their income. This issue was not isolated to Slough; rather it reflected the broader labour market economics.

In response to this identified issue, the Slough Academy project provided apprenticeships in hard to fill roles, such as social workers and planning officers, in anticipation that training local people would improve staff retention.

With regard to procuring temporary labour services from 2020 onwards, Members were informed that the contract with Matrix SCM was ending in January 2020. As such, the Council was reviewing its requirements and a new contract re-procurement process had commenced. The new contract would be implemented during November and December 2019, and would go live in January 2020. The Council was seeking to change its model from a 'neutral vendor model' to a 'hybrid vendor model'. The hybrid vendor model required the supplier to provide staff directly, whilst also utilising agency staff. This change aligned to the requirements of the Council and was anticipated to generate significant savings.

Employment & Appeals Committee - 22.10.19

Referring to page 98 of the report, a Member queried some of the roles listed as local shortage posts, such as the cemetery and parking roles. It was explained that these posts had been advertised, but due to the shortage of suitable candidates had not been successfully filled. It was agreed that further details about these roles would be provided at the next Committee meeting.

A Member asked if Brexit would have an impact on the Council's workforce. In response, it was advised that the short term impact would be minimal, however in the longer term the impact was unknown.

The Chair thanked officers for the report.

Resolved –

- (a) That the report be noted.
- (b) That further details regarding the cemetery and parking roles, identified as being local skill shortage posts, be provided at the next meeting.

13. Members' Attendance Record 2019/2020

Resolved – That the Members' Attendance Record 2019/20 be noted.

14. Date of Next Meeting - 23rd January 2020

Resolved – The date of the next meeting was confirmed as 23rd January 2020.

Chair

(Note: The meeting opened at 6.30 pm and closed at 7.20 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 23rd January 2020

CONTACT OFFICER: Neil Wilcox, Director –Finance and Resources
(For all enquiries:) 01753 875300

AUTHOR: Surjit Nagra, Service Lead – People
 01753 875727

WARD(S): All

PART I
FOR DECISION

PAY POLICY STATEMENT UPDATE 2020/21

1. Purpose of Report

To provide Members with an update of the revisions to the Pay Policy Statement for the years 2020/21.

2. Recommendation(s)/Proposed Action

The Committee is requested to recommend the Pay Policy Statement 2020/21 to Council.

3. Supporting Information

Local Authorities are required by section 38 of the Localism Act 2011 (the Act) to prepare a pay policy statement and have regard for any guidance issued under section 40 of the Act and the Supplementary Guidance (on openness and accountability) released in February 2013. The policy statement should cover a number of matters concerning the pay of the authority’s staff, principally Chief Officers. The pay policy statement is to be reviewed on an annual basis.

The Pay Policy Statement appended to this report has been reviewed and meets the requirements of the Localism Act.

The Pay Policy Statement covers the financial year 2020/21.

It has been updated and will be approved by Full Council in February, 2020. In April, when the cost of living award is implemented the pay scales will be updated according to the increase in pay levels.

Once approved the statement will be published on the Council’s website.

4. **Background Papers**

None.

Appendix A- Pay Policy Statement 2020/21.

Pay Policy Statement for the Year 2020/21

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 that fall 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 issues 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' employees are outside the scope of the legislation.
- 1.6 This statement will be approved by Full Council in February 2020.
- 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).

Head of the Paid Service and Statutory Chief Officers		
Post	Reports To	Salary Band
Chief Executive / Head of Paid Service.		£136,546 - £163,857
Director of Adults & Communities	Head of Paid Service	SML 16 £112,389 - £131,086
Director of Children Learning & Skills	Head of Paid Service	SML 16 £112,389 - £131,086
Monitoring Officer	Head of Paid Service	Interim cover – £650 per day (4 days per week)
Director of Finance & Resources / Section 151 Officer	Head of Paid Service	SML 16 £112,389 - £131,086

Service Lead - Finance (Deputy section 151 Officer)	Director of Finance & Resources / Section 151 Officer	SML 12 £67,037 - £74,679
Director of Public Health	The Director of Public Health is employed by Bracknell Forest Council	
Posts that report directly to the Head of Paid Service or Statutory Chief Officer		
Post	Reports To	Salary Band
Director of Place & Development, (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £112,389 - £131,086
Director of Regeneration (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £112,389 - £131,086
Service Lead – School Effectiveness	Director of Children, Learning & Skills	SML 12 £67,037 - £74,679
Service Lead – Early Years	Director of Children, Learning & Skills	SML 12 £67,037 - £74,679
Service Lead - Access & Inclusion	Director of Children, Learning & Skills	SML 12 £67,037 - £74,679
Service Lead – Children, Commissioning, Partnership & Performance	Director of Children, Learning & Skills	SML 12 £67,037 - £74,679
Service Lead - SEND	Director of Children, Learning & Skills	SML 12 £67,037 - £74,679
Service Lead - Strategy & Performance	Chief Executive	SML 12 £67,037 - £74,679
Service Lead – Customer & Communications	Director of Finance & Resources / Section 151 Officer	SML 12 £67,037 - £74,679
Service Lead - Governance	Director of Finance & Resources / Section 151 Officer	SML 12 £67,037 - £74,679
Service Lead - People	Director of Finance & Resources / Section 151 Officer	SML 12 £67,037 - £74,679
Service Lead – Digital & Strategic IT	Director of Finance & Resources / Section 151 Officer	SML 12 £67,037 - £74,679
Service Lead – Public Health	Director of Adults & Communities	SML 12 £67,037 - £74,679
Service Lead – Adult Social Care Operations	Director of Adults & Communities	SML 12 £67,037 - £74,679
Service Lead – Adult Social Care Commissioning	Director of Adults & Communities	SML 12 £67,037 - £74,679
Service Lead – Regulatory Services	Director of Adults & Communities	SML 12 £67,037 - £74,679
Service Lead – Communities & Leisure	Director of Adults & Communities	SML 12 £67,037 - £74,679
Service Lead – Mental Health	Director of Adults & Communities	Employed by Berkshire Health Foundation Trust
Directorate Finance Manager	Service Lead Finance (Deputy Section 151 Officer)	SML 11 £56,690 - £64,491

Posts that report directly to Non-Statutory Chief Officers		
Post	Reports To	Salary Band
Service Lead – Regeneration Delivery	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Regeneration Development	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Strategic Housing Services	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Neighbourhood Services	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Environmental Services	Head of Paid Service	SML 12 £67,037 - £74,679
Service Lead – Building Management	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Planning & Transport	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Major Infrastructure Projects	Director of Regeneration	SML 12 £67,037 - £74,679
Service Lead – Economic Development	Director of Regeneration	SML 12 £67,037 - £74,679

The Chief Executive 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 Secondments

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 ODHR 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 one year. 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 Directors may, subject to budgetary considerations, exercise discretion to grant some element of protection. This would apply for no longer than one year.

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 are 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, £17,663 inclusive of LW.

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 employees

4.1 The base pay of the Chief Executive is currently £136,546. This is 7.730 times the pay of our lowest paid employees. ($136,546 / 17,663 = 7.730$)

The median earnings of all employees as of 1 April 2018, was £26,470. The median earnings figure complies with the specific requirements within the Local Government Transparency Code 2015 and includes all elements of remuneration that can be valued.

4.2 The pay of the Chief Executive is currently 5.2 times the pay of median earnings of our employees.

Date last updated: January 2019

Appendix A: Slough Borough Council Salary Scales

NEW SLOUGH LEVELS STRUCTURE 1ST APRIL, 2018

Level		SCP	Basic	L/W	Inclusive Annual Salary
L1	01	5	N/A	N/A	N/A
	02	7	N/A	N/A	N/A
	03	9	16755	908	17663
L2	01	10	16863	908	17771
	02	11	17007	908	17915
	03	13	17391	908	18299
L3	01	14	17681	908	18589
	02	16	18319	908	19227
	03	18	18870	908	19778
L4	01	19	19446	908	20354
	02	20	19819	908	20727
	03	21	20541	908	21449
	04	22	21074	908	21982
L5	01	23	21693	908	22601
	02	24	22401	908	23309
	03	25	23111	908	24019
	04	27	24657	908	25565
	05	29	26470	908	27378
L6	01	30	27358	908	28266
	02	31	28221	908	29129
	03	32	29055	908	29963
	04	34	30756	908	31664
	05	35	31401	908	32309
L7	01	36	32233	908	33141
	02	37	33136	908	34044
	03	38	34106	908	35014
	04	40	36153	908	37061
	05	41	37107	908	38015
L8	01	42	38052	908	38960
	02	44	39961	908	40869
	03	46	41846	908	42754
	04	47	42806	908	43714
L9	01	48	43757	908	44665
	02	50	45645	908	46553
	03	52	47568	908	48476
	04	53	48536	908	49444
L10	01	54	49561	908	50469
	02	55	50582	908	51490
	03	57	52642	908	53550
	04	59	54684	908	55592

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 23rd January 2019

CONTACT OFFICER: Surjit Nagra, Service Lead, People

AUTHORS: Edwin Fernandes Slough Academy Manager
Sarah Trahearn Slough Academy Project Manager

WARD(S): All

PART 1
FOR COMMENT AND CONSIDERATION

THE SLOUGH ACADEMY - UPDATE**1 Purpose of Report**

To provide the half yearly update on the project and progress made since the last report in June 2019.

2 Recommendation(s)/Proposed Action

The Committee is requested to note and provide any comments on the information outlined in this report.

3 Project Update**3.1 Apprenticeship Update Summary**

We are pleased to report that since June we have doubled the number of Apprentices in flight to 24, undertaking 12 different programmes, spanning 5 directorates. In addition we have a further 19 Apprenticeships pending start dates. These cover a further 14 programmes. Table below shows further details on levels and numbers in each programme.

Our first Apprenticeship completions will be in Adult Social Care – 4 Lead Adult Care Workers, due in March 2020.

In Flight	Apprenticeship Programme	Apprenticeship Level	No. Of Apprentices
	Lead Adult Care Worker	3	4
	Leader in Care	5	2
	Commercial Procurement & Supply	4	4
	Operations Departmental Manager (ASC)	5	1
	Leadership & Management	5	1
	Children & Young People's / Early Years Educator	2 & 3	5
	HR Services Support Officer	3 & 5	1
	Civil Engineering Technician	3	1
	Surveying Technician	3	1
	Building Control	6	1
	Adult Care/Lead Adult Care Worker	2 & 3	2
	Adult Care	2	1
Total			24

Pending	Apprenticeship Programme	Apprenticeship Level	No. Of Apprentices
	Social Work	6	3
	Early Years Educator	3	1
	Team Leader/Supervisor	3	1
	Operations Manager	5	1
	Town Planning Technical Support	3	1
	Chartered Town Planner	7	1
	Customer Service Practitioner	2	1
	Associate Project Manager	4	2
	Lead Adult Care Worker / Lead Practitioner	3	1
	Civil Engineering Technician	3	2
	Commercial Procurement & Supply	4	1
	Occupational Therapy	6	1
	Accounting	2	2
	Housing/Property Management	3	1
Total			19

Programme Activities

Schools & Nurseries – we now have an Apprenticeship guide and information on the schools hub. This was launched in the autumn to schools and promoted by Johnny Kyriacou via targeted email to all schools.

Slough Academy Champions – we have continued to run workshops for our champions, providing them with the skills and information to promote Apprenticeships across their directorates and service areas.

Articles on Insite – we have posted a number of articles promoting Apprenticeships, not only from the point of view of attracting Apprentices, but also highlighting the great opportunities to our management community. The latter being interviews from both Surjit Nagra and Colin Moone.

Systems Update

Onefile – we have gone live with Onefile, loading our first apprenticeship programme and we will be now be tracking Apprentices progress.

Cornerstone – we successfully launched the first phase of Cornerstone (which replaced our Learning Management System called Learning Pool) in October. The system carried our mandatory training modules only and was trialled very successfully with the Arvato TUPE staff coming back into SBC.

We have since launched this to the wider SBC workforce.

We will be adding Classroom training to the new system shortly and are currently reviewing e-learning catalogues to purchase which will further support the professional development of all our staff. This will ensure our staff have access to more effective, targeted, and more user friendly learning solutions to develop their skills and capabilities.

3.2 **Phase 2 – Continuous Professional Development**

We have undertaken the SBC specification of our performance management requirements in Cornerstone and aligned our appraisal documentation and process with the system. Next steps will be testing the system before roll out in February.

The system will provide the Council with the ability to develop a new approach to Continuous Professional Development which will build on the foundations established through the Apprenticeship roll out. It will provide clearly defined career pathways for all our professions with established organisational support through the integration of Appraisals and Personal Development Plans (PDPs).

3.3 **Phase 3 – Succession Planning**

The implementation of Succession Planning will ensure the Council has a pipeline of talent in place to fill the next generation of roles required to support the delivery of our future Service Plans.

Cornerstone's Performance Management module will help Managers and Leaders in the Council to proactively identify potential emerging talent based on formal performance criteria and map this to key roles within the organisation.

This will ensure staff are continually encouraged to develop and progress their careers within the Council and contribute to retention levels by ensuring our workforce is motivated to support our Service delivery plans.

4. **Appendices**

Appendix A: Apprenticeship Roll out Plan

Appendix B: Apprenticeship Statistics

Appendix C: Apprenticeship Projected ROI based on business case submission

This page is intentionally left blank

This page is intentionally left blank

Appendix B - Apprentice Statistics 30/12/19

2019	No of Apprentices 24
Percentage of workforce	2%
Gender	19 (F) 79% 5 (M) 21%
Age Range	18-56
Average Age	32
Learning Disability	1 (4%)
CLA/CIC	0
Existing/New Posts	Existing 14 (58%) New 10 (42%)
Slough Residents	17 (71%)

This page is intentionally left blank

Appendix C: Apprenticeship Projected ROI based on business case submission

In Flight	Apprenticeship Programme	Apprenticeship Level	No. Of Apprentices	Agency Spend	Rate of attrition	Difficult to fill role	Development pathway	DAS Training costs saved
	Lead Adult Care Worker	3	4	High £724K pa	High 60% attrition (agency staff)	High	High Career progression, capability & retention	£8800
	Leader in Care	5	2	High (incl. in figure above)	High (incl. in figure above)	High	High Career progression to build retention	£1707
	Adult Care/Lead Adult Care Worker	2 & 3	2	High (incl. in figure above)	High 60%	High	High Career progression to build retention	£800
	Adult Care	2	1	High (incl. in figure above)	High 60%	High	High Career progression to build retention	£ 400
	Commercial Procurement & Supply	4	4	Low	Medium	Medium	High Career progression to build retention & capability	£13200
	Operations Departmental Manager (ASC)	5	1	High	High	High	High Career progression to build retention	£3300
	Leadership & Management	5	1	Recruited in	Recruited in	Recruited in	Recruited in	£0 Paid by Previous employer
	Children & Young People's / Early Years Educator	2 & 3	5	High £361K pa	Medium 14.7% attrition	High	High Career progression to build	£1800
	HR Services Support Officer	3 & 5	1	Low	Low	Low	High Career progression to build retention & capability	£375
	Civil Engineering Technician	3	1	High Consultancy Spend	High	High	High Career progression to build retention & capability	£1332

	Surveying Technician	3	1	Low	Medium	Medium	High Career progression to build retention & capability	£929	
	Building Control	6	1	High £202K	High	High	High Career progression to build retention & capability	£817	
Total			24					£334,460	
Pending	Apprenticeship Programme	Apprenticeship Level	No. Of Apprentices	Agency Spend	Rate of attrition	Difficult to fill role	Development pathway	DAS Training costs saved	
	Social Work	6	3	High £1.26M (across social work team)	High 12 new starts and 12 leavers in last 12 mths	High	Awaiting apprenticeship programme availability		
	Occupational Therapy	6	1	High (See figure above)	High (see figure above)	High	High Career progression to build retention & capability		
	Early Years Educator	3	1		Medium 14.7%	High	High Career progression to build retention		
	Team Leader/Supervisor	3	1	Business case in development					
	Operations Manager	5	1	Low	Low	High	High Career progression to build retention		
	Town Planning Technical Support	3	1	Low	Medium	Medium	High Career progression to build retention		
	Chartered Town Planner	7	1	High £453K	High	High National shortage	High Career progression to build capability & increase retention		
	Early Years Educator	3	1		Medium 14.7%	High	High Career progression to build retention		
	Team Leader/Supervisor	3	1	Business case in development					

	Operations Manager	5	1	Low	Low	High	High Career progression to build retention		
Pending	Apprenticeship Programme	Apprenticeship Level	No. Of Apprentices	Agency Spend	Rate of attrition	Difficult to fill role	Development pathway	DAS Training costs saved	
	Town Planning Technical Support	3	1	Low	Medium	Medium	High Career progression to build retention		
	Chartered Town Planner	7	1	High £453K	High	High National shortage	High Career progression to build capability & increase retention		
	Customer Service Practitioner	Customer Service Practitioner	2	1	Medium	Low	Medium Create career progression & increase retention		
	Associate Project Manager	4	2	Low	Low	High	High Career progression to build capability & increase retention		
	Lead Adult Care Worker / Lead Practitioner	3	1	High	High	High	High Career progression to build capability & increase retention		
	Civil Engineering Technician	3	2	Low	Low	Low	Medium Build capability		
	Commercial Procurement & Supply	4	1	Business case in development					
	Accounting	2	2	Business case in development					
	Housing/Property Management	3	1	High £153K	High 40%	Medium	High Career progression to build capability & increase retention		
Total			19						

This page is intentionally left blank

MEMBERS' ATTENDANCE RECORD 2019/2020

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	18/06/19	22/10/19	23/01/20	8/04/20
Bains	P	Ap		
Bedi	P	Ap		
Brooker	P*	P		
Chaudhry	P*	P		
N Holledge	P	P		
Hulme	Ab	Ap		
Akram* (formally known as Hussain)	P			
Mohammad	P	P		
Sadiq**		P		
Smith	P	P		

P = Present for whole meeting
Ap = Apologies given

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

*Councillor Hussain no longer a Member of the Committee from 26th September 2019

**Councillor Sadiq appointed to the Committee from 26th September 2019

This page is intentionally left blank