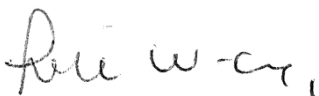


Date of issue: Tuesday, 2 April 2019

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Brooker (Chair), Chaudhry, B Bains, Bedi, N Holledge, Hussain, Sabah, Sarfraz and Smith)
DATE AND TIME:	WEDNESDAY, 10TH APRIL, 2019 AT 6.30 PM
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	CATHERINE MEEK 01753 875011

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

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

Apologies for absence.

CONSTITUTIONAL MATTERS

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 24th January 2019	1 - 6	-
SERVICE IMPLEMENTATION ISSUES			
3.	Temporary Agency Staff - Progress on Implementation and Baseline Monitoring	To Follow	All
4.	Progress on Implementation of the NJC Pay Award 2019/2020	7 - 18	All
5.	Organisational Development (OD) Programme Update	19 - 22	All
ITEMS FOR INFORMATION			
6.	Members' Attendance Record	23 - 24	-
7.	Date of Next Meeting - 18th June 2019	-	-

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. 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.

Employment & Appeals Committee – Meeting held on Thursday, 24th January, 2019.

Present:- Councillors Brooker (Chair), Chaudhry (Vice-Chair), B Bains, Bedi, N Holledge, Hussain, Sabah (6.55 pm) and Sarfraz

Apologies:- None.

PART 1

21. Declarations of Interest

None

22. Minutes of the Meeting held on 23rd October 2018

The minutes of the meeting held on 23rd October 2018 were taken as read and signed by the Chair as a correct record.

23. The Slough Academy - Update

The Committee considered an update on the Slough Academy project and progress that had been made since October 2018.

The Academy had been launched in November 2018 with a comprehensive internal and external communication programme. Internally 30 members of staff had volunteered to act as Champions for the Academy, Project Board Members had briefed their managers on the Academy to enable cascade to their teams and a dedicated website page had been provided on the intranet. Externally a press release had been issued 'growing our own talent'.

An appointment had been made to the Slough Academy Manager post and a second Apprentice Specialist would be recruited in January 2019 to provide additional resource to speed up the rollout of Apprenticeships across the Council.

Two out of the Council's twelve maintained schools and nurseries were in the initial stages of investigating using their levy. The Academy was working with the Children, Learning and Skills Directorate to engage with schools in Apprenticeship Forums.

Implementation of the Apprenticeship e-Portfolio and Talent System (TMS) was on schedule.

During 2019 the Academy would focus on 6 work streams:

- Operating Model – continuing to build a solid infrastructure
- Supporting technology
- Phase 1 Apprenticeships
- Phase 2 Continuous Professional Development
- Phase 3 Succession Planning

Employment & Appeals Committee - 24.01.19

- Benefits Realisation.

The first group of existing staff in Adult Social Care would commence Apprenticeship Training Programmes during January and February and work had commenced on Wave One Apprenticeships.

In discussing the report members were advised that it was too soon to estimate how many apprenticeships could be provided to external applicants. It was agreed that the advert for the vacancy would be circulated to Committee members to assist in the widest circulation of it as possible.

Members of the Committee thanked officers for the report and the progress that had been made with the Academy.

Resolved: That the report be noted.

24. Employment Policies & Procedures

The Committee considered a report seeking approval to a number of amended and updated HR Policies and Procedures:

New managing Sickness Absence Policy and Procedure

This Policy and Procedure aims to maximise employee attendance whilst recognising that there are occasions when employees may be unable to attend work due to their own ill health.

The Policy had been revised to include:

- A clause on Data Protection Regulations 2018;
- Strengthening of the disability advice and guidance to reflect feedback from the Disability Forum ;
- A new Health and well-being section added to highlight the Council's commitment to protecting the health, safety and well being of our employees ;
- In respect of triggering the absence procedure, in addition to absence totalling 6 or more days in the previous 6 months, 3 separate instances of absence in a 6 month period has also been added as a trigger;
- Authority to manage formal meetings, with the exception of the dismissal stage, under this procedure is delegated to line managers;
- Emphasis on the responsibilities of managers and employees in monitoring, reporting and recording sickness absence on Agresso.

Employment & Appeals Committee - 24.01.19

Revised Recruitment and Selection Policy and Procedure

The Policy had been amended to enhance and update it and reflect changes to the safeguarding requirements. A Safer Recruitment Guide – “Recruiting to posts working with children, young adults or adults at risk” and the National Safeguarding Statutory and Legislative Requirements had both been incorporated into the policy. Members were advised that the Children’s Safeguarding (S11) Strategic Leads Group had been consulted to ensure Safer Recruitment and Safeguarding requirements for Section 11 are now met.

Secondment Policy.

A minor amendment had been made to reflect recent learning from casework and to provide more clarity in the application of this policy. The following had been added to Section 11;

“Secondments are temporary in nature and the employee should not expect it to continue past the expiry date outlined in the agreement. However if a decision is made to recruit to the position on a permanent basis the permanent position should be appointed to following a recruitment and selection process in accordance with the Recruitment and Selection Policy. The seconded employee may apply for the position and will be considered equally with any other applicants”.

Members were advised that the Trades Unions, SLT including CMT, the Employee Engagement Forum, Corporate Consultation Forum and the Disability Forum had been consulted on the amended policies.

Implementation would include various methods of communication including; Newsround, HRBP’s to provide update at Senior Management Team Meetings and HR Policy update briefings.

Resolved: That the new, revised and updated policies and procedures outlined in the report be approved.

25. Progress on Implementation of the NJC Pay Award 2019/2020

The Committee received a report detailing progress made on the implementation of the pay award for 2019/2020, which introduced a new pay spine to be implemented by 1st April 2019. A replacement for page 103 of the agenda – Pay spine and pay levels 1st April 2019 was tabled.

Members were advised that this had been initiated to address lowest paid workers pay levels however Slough already paid SCP 9 which was above the proposed starting SCP 6.

A working group consisting of Trades Unions, Finance and HR had worked through the key considerations of implementing the pay spine and the key areas of agreement were set out in the report. There was no ‘cost neutral’

Employment & Appeals Committee - 24.01.19

option of implementing the new pay scale and finance would be determining the exact increase in costs. A draft collective agreement had been circulated to the Trade Unions for agreement. Members were advised that a further report on the implementation of the new pay spine would be submitted to the next meeting of the Committee.

Resolved that the report be noted.

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

The Committee considered a report providing an update on the Council's spend on Temporary Agency Staff contracts via Matrix for quarter 3 of 2018/19.

Members were advised that the increase in spend detailed in the report did not reflect the actions taken to date to reduce spend on interims particularly reduced hours over the Christmas period. A more accurate picture would be produced for the next report. The increase in spend had largely been due to unavoidable reliance on interims in hard to fill roles and the challenges presented by the talent pool because of Slough's location.

Members were concerned over the length of time some interim staff were employed for particularly when covering established posts and requested further information on all placements over a year in order to consider value for money, value added, accountability and performance matters

Resolved: That the report to the next meeting (10 April) include:

- reasons for agency/interim staff placements over a year;
- the action being taken to transfer the agency placement/interim to permanent staff;
- the cost differential between the agency/interim placement and salaried staff;

27. Pay Policy Statement Update 2019/20

The Committee received a report on the revisions to the Pay Policy Statement for the years 2019/20.

Members were advised that the Pay Policy Statement had been reviewed and updated to ensure it met the requirements of the Localism Act. The Statement would be approved by Council in February 2019 and would be updated in April when the cost of living award was implemented and published.

Recommended – That the Pay Policy Statement 2019/20 be approved.

Employment & Appeals Committee - 24.01.19

28. Attendance Record

Noted

29. Date of Next Meeting - 10th April 2019

Noted - 10th April 2019

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.25 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment and Appeals Committee

DATE: 10th April 2019

CONTACT OFFICER: Surjit Nagra, People Service Lead

AUTHOR: Belinda Collins, Interim HR Business Partner
For all enquiries 01753 875727

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

PROGRESS ON IMPLEMENTATION OF THE NJC PAY AWARD 2019/2020**1. Purpose of Report**

- 1.1 This report seeks to provide members with information on the Council's implementation of the pay award for 2019/2010, which introduced a new pay spine to be implemented by 1st April 2019.

2. Recommendation(s)/Proposed Action

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

3. Supporting Information

- 3.1 Members were briefed in October 2018 on the NJC pay agreement for 2018 – 2020 and the associated changes that had been agreed as part of the settlement. This was largely around the inclusion of the introduction of a new pay spine to be implemented on 1 April 2019. Members were also informed of the process that would be undertaken to ensure we were able to meet the timescales.
- 3.2 The majority of roles at the council (including support staff in maintained schools who adopted Slough's Pay Levels) are paid on Level 1 to 10 which are based on the national pay spine. These pay spines are determined by the NJC for local government services which comprises of the national employers and the recognised trade unions – UNISON, GMB and UNITE.
- 3.3 The above agreement does not include the following as they are covered by different negotiating bodies:
- Chief Executive and Senior Management SML 11 to 16.
 - Teachers and Soulbury
- 3.4 In order to meet national living wage requirements recent pay deals have had bottom loaded pay increases, meaning those on the lowest spinal points have received a higher percentage annual increase than those further up the pay spine.

- 3.5 Each council also has the discretion for how employees' progress through the grades and in Slough incremental progression is based on time served in the grade, unless notified otherwise.
- 3.6 People Services have been working with trade unions colleagues, Finance and Payroll (arvato) to agree the approach of how to implement the new pay spine. The main principle that was applied during this work was to ensure that staff did not have a detriment in their pay. This has been achieved by applying a 'lift and shift' model where the existing pay spines have been aligned to the new pay spines.

4 Collective Agreement

- 4.1 The outcome of the above work has been incorporated into a collective agreement - attached Appendix A. This collective agreement reached between the relevant trade unions and the Council outlines the implementation process to the new pay spines. Each trade union has had formal agreement on the proposals from their national union offices. The document has been signed by Trade Union officials and by the Director of Finance and Resources (Neil Wilcox) on behalf of the Council.

5. Financial Implications

- 5.1 The financial modelling was carried out during the project by both HR (via the Agresso system) and Finance. There was **no** cost neutral option.
- 5.2 Estimated Costs has been identified by Finance colleagues as being approximately £340,000 based on an overall 3% uplift to the pay bill. This is based on the agreement to process increments first before assimilating onto the new pay spine.
- 5.3 The exact increase in costs will be available after the March payroll run has been made and the new pay spine has been loaded into the system.

6 Equality Impact Assessment

- 6.1 An Equality Impact Assessment has been carried out by the Council. Unison also independently carried out an Equality Impact Assessment. The adoption of the pay spine proposed makes a small positive impact on the gender pay gap.

7 Implementation steps

- 7.1 Formal communications of this agreement has been made to all employees via All user email, Newsround and Grapevine. Trade union colleagues have already been informing their members about these proposals.
- 7.2 Individual letters have been sent out to affected employees before the 1st April 2019, which informed them of the changes to the pay spine
- 7.3 The Environmental Services project on pay harmonisation is not finalised, this group of employees will be managed under a separate project and separate timelines

- 7.4 The Children's Trust has been provided with a copy of the collective agreement.
- 7.5 Schools have been advised via The Link on the full details of this project and the final signed collective agreement.

8. Conclusion

- 8.1 It is recommended that this committee note the contents of this report.

9. Background Papers

None.

10. Appendices

Appendix A - Collective Agreement, Final Signed Copy

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**Collective Agreement between Slough
Borough Council and the recognised trade
unions:**

Unison, Unite and GMB

**Implementing the National Pay Award
2019/2020 by adopting the new national
pay spine.**

February 2019

1. INTRODUCTION

This document has been jointly drawn up with the trade unions to put forward the council's approach to the achievement of the implementation of the new National Pay Spine.

This Agreement excludes those employees who are outside the scope of the National Joint Negotiating Committee for Local Government Services, including, Soulbury staff, Teachers and Chief Officers. It also excludes agency staff that are engaged by the council via alternative contractual arrangements.

School based employees whose terms and conditions fall under the National Joint Negotiating Committee for Local Government Services are also subject to this Agreement.

This Agreement acknowledges the relevant national agreement as the National Joint Council for Local Government Services pay award for 2019.

This Agreement is an amendment to the previous Single Status Agreement, which remains in place and was agreed in 2010. This agreement will be implemented in full on 1st April 2019.

2. SCOPE

This Agreement is between Slough Borough Council and the three signatory Trade Unions, UNISON, GMB and UNITE. The Agreement will apply only to employees covered by the National Joint Council for Local Government Services (Green Book) who are affected by the changes to pay and conditions resulting from the Single Status Agreement.

3. GUIDING PRINCIPLE

The guiding principles which underpin this Agreement, in line with the principles of the national agreement and our Single Status Agreement, are as follows:

- delivery of a range of quality services for the community
- ensuring an effective, efficient and flexible workforce in the delivery of these services
- recognition of the importance of equal pay for like work and work of equal value
- ensuring council employees are well paid, trained and motivated.

The above will be in the context of an open and transparent process for determining pay and conditions within a clear, consistent framework which is easy to administer. The agreement is also within the context that it is affordable and provides value for money.

4 PAY AND GRADING

4.1 Job Evaluation

All job roles relating to employees under the remit of this Agreement will continue to be evaluated under Hay Job Evaluation Scheme at the time of this agreement.

4.2 Salary Scale

The existing salary scale has been revised. The changes to the scale include:

- the deletion of the existing Level 1.
- The creation of a new Level 2, incorporating SCP9, in this Level, which previously was in Level 1.
- A revision of scale points in Level 5.
- Additional pay points in Levels 4,5 6,7,8,9 and 10.

This revised scale provides:

- New spinal column point numbers that still sit within Council pay levels.
- A more even distribution of spinal column points within each grade

A copy of the revised salary scale is attached as **Appendix 1** to this Agreement.

Employees, where appropriate, will be moved onto the revised salary scale on the effective implementation date of 1st April 2019. Employees at the top of the scale will remain on the corresponding spinal column point and will not be affected. Although cost of living awards will continue to be applied.

Increments are currently subject to automatic progression, unless individual employees are under a formal disciplinary or capability process that means that increments will be withheld from them.

All linked / career grades or bars within pay levels must have clear progression criteria which must be met before progression to the next pay point or pay level is allowed.

4.3 Assimilation arrangements

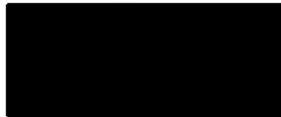
All employees due an increment will have this applied before being assimilated onto the new pay spine.

4.4 Equal Pay Audit

The council is committed to undertaking an Equal Pay Audit every year to ensure that all arrangements for pay and remuneration are equitable and non discriminatory. This will be conducted in accordance with the Equalities and Human Rights Commission.

5 CONCLUSION

This paper outlines the principles by which the council, in agreement with the trade unions will achieve the implementation of the new national pay spine.



Neil Wilcox
Director of Finance and Resources

CONFIDENTIAL


Single Status Agreement

Signed 
(on behalf of Slough Borough Council)


Date 28/2/19

Signed 
(on behalf of GMB)
for Slough Borough Council

Date 28.2.2019.

Signed 
(on behalf of Unison)
For Slough Borough Council

Date 28/2/2019

Signed 
(on behalf of Unite)
For Slough Borough Council

Date 28.2.19

CONFIDENTIAL

List of Appendixes to this Agreement

Content	Appendix Number
Appendix A	Slough Borough Council Pay Spine

CONFIDENTIAL

Old SCP	PAY SPINE EFFECTIVE 1st APRIL 2019				
	New SCP	PAY LEVEL	Basic	FTE LW	Inclusive Annual Pay
			Apr-19	0.02	
9	2	Level 2	£ 17,711.00	£ 926.00	£ 18,637.00
10 & 11	3	Level 2	£ 18,065.00	£ 926.00	£ 18,991.00
12 & 13	4	Level 2	£ 18,426.00	£ 926.00	£ 19,352.00
14 & 15	5	Level 3	£ 18,795.00	£ 926.00	£ 19,721.00
16 & 17	6	Level 3	£ 19,171.00	£ 926.00	£ 20,097.00
18	7	Level 3	£ 19,554.00	£ 926.00	£ 20,480.00
19	8	Level 4	£ 19,945.00	£ 926.00	£ 20,871.00
20	9	Level 4	£ 20,344.00	£ 926.00	£ 21,270.00
	10	Level 4	£ 20,751.00	£ 926.00	£ 21,677.00
21	11	Level 4	£ 21,166.00	£ 926.00	£ 22,092.00
22	12	Level 4	£ 21,589.00	£ 926.00	£ 22,515.00
	13	Level 5	£ 22,021.00	£ 926.00	£ 22,947.00
23	14	Level 5	£ 22,462.00	£ 926.00	£ 23,388.00
24	15	Level 5	£ 22,911.00	£ 926.00	£ 23,837.00
	16	Level 5	£ 23,369.00	£ 926.00	£ 24,295.00
25	17	Level 5	£ 23,836.00	£ 926.00	£ 24,762.00
	18	Level 5	£ 24,313.00	£ 926.00	£ 25,239.00
26	19	Level 5	£ 24,799.00	£ 926.00	£ 25,725.00
27	20	Level 5	£ 25,295.00	£ 926.00	£ 26,221.00
	21	Level 5	£ 25,801.00	£ 926.00	£ 26,727.00
28	22	Level 5	£ 26,317.00	£ 926.00	£ 27,243.00
29	23	Level 5	£ 26,999.00	£ 926.00	£ 27,925.00
30	24	Level 6	£ 27,905.00	£ 926.00	£ 28,831.00
31	25	Level 6	£ 28,785.00	£ 926.00	£ 29,711.00
32	26	Level 6	£ 29,636.00	£ 926.00	£ 30,562.00
33	27	Level 6	£ 30,507.00	£ 926.00	£ 31,433.00
34	28	Level 6	£ 31,371.00	£ 926.00	£ 32,297.00
35	29	Level 6	£ 32,029.00	£ 926.00	£ 32,955.00
36	30	Level 7	£ 32,878.00	£ 926.00	£ 33,804.00
37	31	Level 7	£ 33,799.00	£ 926.00	£ 34,725.00
38	32	Level 7	£ 34,788.00	£ 926.00	£ 35,714.00
39	33	Level 7	£ 35,934.00	£ 926.00	£ 36,860.00
40	34	Level 7	£ 36,876.00	£ 926.00	£ 37,802.00
41	35	Level 7	£ 37,849.00	£ 926.00	£ 38,775.00
42	36	Level 8	£ 38,813.00	£ 926.00	£ 39,739.00
43	37	Level 8	£ 39,782.00	£ 926.00	£ 40,708.00
44	38	Level 8	£ 40,760.00	£ 926.00	£ 41,686.00
45	39	Level 8	£ 41,675.00	£ 926.00	£ 42,601.00
46	40	Level 8	£ 42,683.00	£ 926.00	£ 43,609.00
47	41	Level 8	£ 43,662.00	£ 926.00	£ 44,588.00
48	42	Level 9	£ 44,632.00	£ 926.00	£ 45,558.00
49	43	Level 9	£ 45,591.00	£ 926.00	£ 46,517.00
50	44	Level 9	£ 46,558.00	£ 926.00	£ 47,484.00
51	45	Level 9	£ 47,538.00	£ 926.00	£ 48,464.00
52	46	Level 9	£ 48,519.00	£ 926.00	£ 49,445.00
53	47	Level 9	£ 49,507.00	£ 926.00	£ 50,433.00
54	48	Level 10	£ 50,552.00	£ 926.00	£ 51,478.00
55	49	Level 10	£ 51,594.00	£ 926.00	£ 52,520.00
56	50	Level 10	£ 52,644.00	£ 926.00	£ 53,570.00
57	51	Level 10	£ 53,695.00	£ 926.00	£ 54,621.00
58	52	Level 10	£ 54,736.00	£ 926.00	£ 55,662.00
59	53	Level 10	£ 55,778.00	£ 926.00	£ 56,704.00

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 10th April 2019

CONTACT OFFICER: Surjit Nagra, OD/HR Business Partner

AUTHORS: Jules Potter, Head of Organisational Development

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

ORGANISATIONAL DEVELOPMENT (OD) PROGRAMME UPDATE**1 Purpose of Report**

To provide an update on the current 2018/19 OD Programme and advise on key transformation projects that are in progress.

This OD Programme is driven by the need and ambition for culture change among its employees to deliver the Transformation Programme and forms part the People Services Plan.

2 Recommendation(s)/Proposed Action

The Committee is requested to note the report.

3 Supporting Information

- 3.1 Members are updated annually on the OD Programme and its purpose to promote Slough as a learning organisation. As 2018/19 draws to a close, this report provides progress updates on the OD Programme in the context of the Learning and Development Policy which was implemented in April 2018.

Working Differently for Our Customers

- 3.2 Aligned to the Transformation Programme, our managers were required to attend a workshop to learn more about the implementation of Smart Working across the organisation and the policy implications for their teams, as well as to update their Agresso HR System skills. These workshops will conclude on 16 April in advance of the phased move to 25 Windsor Road.

Being Manager Smart Programme

- 3.3 The workshops above were the first offering of a new development programme for all managers (levels 4-11) called *Being Manager Smart* to support them to lead the organisation professionally through 'transformation' as 'One Council – One Team' in an engaged, effective and inspiring way. The two-year programme is divided into three sections, namely:

- The Slough Manager: practical training to develop core skills

- The Performance Manager: to develop an understanding and confidence in having professional development conversations with robust actions through coaching skills for performance.
- The Development Manager: this section of the programme will be developed in line with Slough Academy principles with a focus on continuing professional development (CPD) for existing employees and developing new raw talent entering SBC for the first time.

3.4 The next phase of the *Actions Speak Louder...* programme may be a featured module of the *Being Manager Smart* programme. Members will be updated on this at the next meeting.

Mandatory Training

3.5 The Corporate Management Team is in receipt of its final quarterly report on corporate Mandatory Training compliance in 2018/19. All employees – as outlined in the Learning and Development Policy – are required to complete a series of e-learning modules and role specific classroom training to meet the council's obligation to have a safe and effective workforce.

3.6 Based upon feedback from employees and consideration of the implementation of measures to improve compliance, a new and more streamlined Mandatory Training Schedule is proposed to CMT. This will be driven by a Task and Finish Group of Mandatory Training subject experts. The committee will be updated on progress at its next meeting.

Appraisal/Performance Review Update

3.7 In line with SBC's Learning and Development Policy and Procedure (approved in April 2018), all employees – whether permanent or temporary – are required to attend a **six-monthly review** and **annual appraisal** with their line manager to assess progress against previous objectives and plan the workload for the coming year. This is an opportunity for an employee and their line manager to review achievements and identify the required knowledge, skills and ability to do a job effectively and the areas where further development is possible.

3.8 SMART objective setting is essential for every employee to deliver the Five Year Plan. In 2018/19, 61% of SBC employees completed the appraisal process which was a significant improvement on the previous year – 30%.

3.9 Prior to the last appraisal season, employees were invited to attend Appraisal Training sessions, the evaluation of which exposed suggestions to change its format to be more streamlined, less onerous, and to be more relevant to everyone in the organisation.

3.10 A subsequent discussion at an SLT meeting led to the formation of a project group of several Service Leads to review the current process and make recommendations to CMT for a new Performance Review process. These CMT discussions are in progress.

Recognition and Reward Scheme

3.11 The creation of a new scheme is highlighted in the *You Said, We Will* action plan for 2018-19 in response to the Employee Engagement Survey.

The plan states:

We are refreshing our SBC Recognition and Rewards so employees will be able to view all the many benefits on offer all in one place on SBC Insite. In response to staff feedback, we are focusing on the day to day benefits available to all of us as SBC employees plus a greater focus on the importance of face-to-face thanks and we will also be making it easier and encouraging residents to submit compliments or nominate staff for recognition for a job well done.

- 3.12 Subsequently, a refreshed single source benefits package has been promoted to employees and launched on the intranet. An SBC Heroes recognition ceremony has also taken place and another is planned for Environmental Services employees later this month.
- 3.13 A proposal for a new Recognition Scheme has been discussed twice with Employee Engagement Forum (EEF) members for a new internal 'colleague to colleague' recognition scheme with a working title of *SBC Employee Achievement Awards*.
- 3.14 This scheme will be piloted for a year by EEF from whose membership will be drawn a panel to consider nominations set against success criteria for a number of values-based and leadership awards awards, namely:
- Accountable Employee of the Year
 - Ambitious Employee of the Year
 - Innovative Employee of the Year
 - Responsive Employee of the Year
 - Empowering Employee of the Year
 - Leadership Award – outstanding contribution to the delivery of the Five Year Plan. It is open to all employees, not just senior leaders.
 - Team of the Year.
- 3.15 It is proposed there will be an annual ceremony to acknowledge these achievements as well as ongoing opportunities throughout the year to consider nominations and offer thanks to nominees for their contribution in the workplace.
- 3.16 Subject to CMT approval, the scheme will be launched at the staff conference.

4. Conclusion

This report has set out the 2018-19 deliverables will continue to be evaluated to inform the forthcoming OD Programme within the People Service Plan 2019/20. Committee members are asked to note this progress.

5. Appendices

None.

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MEMBERS' ATTENDANCE RECORD 2018/2019

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	17/05/18 (Ext)	19/06/18	23/10/18	24/01/19	10/04/19
S Sarfraz	P	Ap	P	P	
N Holledge	P	P	P	P	
B S Bains	P	P	Ap	P	
S Hussain	P	P	P	P	
Brooker	P	P	P	P	
M Bedi	P	P	P	P	
S Chaudhry	P	Ap	P	P	
W Sabah	P	P	P	P	
D Smith	P	P*	P	Ab	

P = Present for whole meeting
Ap = Apologies given

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

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