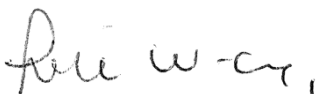


Date of issue: Wednesday, 24 June 2020

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Ali (Chair), Gahir (Vice-Chair), Ajaib, Bains, Chaudhry, N Holledge, Hulme, Mohammad and Smith)
DATE AND TIME:	THURSDAY, 2ND JULY, 2020 AT 6.30 PM
VENUE:	VIRTUAL MEETING
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	JANINE JENKINSON 07511 048 406

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 23rd January 2020	1 - 4	-
3.	Appointment of Sub-Committees	5 - 8	All
SERVICE IMPLEMENTATION ISSUES			
4.	Temporary Agency Staff	9 - 34	All
5.	The Slough Academy - Update	35 - 46	All
6.	Employment Policies and Procedures	47 - 72	All
ITEMS FOR INFORMATION			
7.	Our Futures Programme - Workforce Update	73 - 86	All
8.	Members' Development Programme 2020/21 Update	87 - 92	All
9.	Members' Attendance Record 2020/21	93 - 94	-
10.	Date of Next Meeting - 20th October 2020	-	-

Press and Public

This meeting will be held remotely in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. Part I of this meeting will be live streamed as required by the regulations. The press and public can access the meeting from the following link (by selecting the meeting you wish to view):

<http://www.slough.gov.uk/moderngov/mgCalendarMonthView.aspx?GL=1&bcr=1>

Please note that the meeting may be recorded. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain. The press and public will not be able to view any matters considered during Part II of the agenda.



Employment & Appeals Committee – Meeting held on Thursday, 23rd January, 2020.

Present:- Councillors Brooker (Chair), Bedi, Bains, N Holledge, Hulme, Sadiq and Smith

Apologies for Absence:- Councillor Chaudhry

PART 1

15. Declarations of Interest

None

16. Minutes of the Meeting held on 22nd October 2019

Resolved - That the Minutes of the meeting of the Committee held on 22nd October 2019 be agreed as a correct record.

17. Pay Policy Statement Update 2020/21

The Committee considered the Council's Pay Policy Statement for 2020/21. An updated version of the report had been circulated to the Committee in advance of the meeting.

Members were advised that it was a legal requirement for the Council to have a Pay Policy Statement and that the existing Statement had been reviewed for 2020/21 and would be presented to the Council for approval on 20th February 2020. The pay scales would be updated in line with the cost of living award in April 2020.

Members were concerned that there should not be an over reliance on agency staff. In answer to questions, Members were advised:

- That the current Monitoring Officer (MO) arrangements were temporary, the MO role sat within the Service Lead (Governance) post and that the current arrangements were being reviewed.
- The lowest paid jobs included those where there was no requirement for qualifications for example facilities and catering staff.
- The Council was not aware of any temporary/agency members of staff earning in excess of £100k.
- HAY was a widely used system for job evaluation and the system used complex modelling which included market testing in its job evaluations.
- The median earnings of employees (£30,562) was about average and the figure depended on the Chief Executive's pay.
- That a gender pay audit would be provided to the next meeting of the Committee.

Employment & Appeals Committee - 23.01.20

Resolved

- (a) That the report be noted.
- (b) That a gender pay audit be presented to the next meeting of the Committee.
- (c) That the Pay Policy Statement 202/21 be recommended to the Council on 20th February for approval.

18. Temporary Agency Staff

The Committee considered a report on the supply and control of temporary staff.

Members were advised that the Council was in the process of re procuring temporary labour services.

The contract would deliver benefits to the Council which would include:

- A reduction in contribution to statutory costs of agency workers;
- The provision of a deeper supply chain;
- The improvement in service through the provision of an on-site resource from the incoming supplier; and
- Enhanced contract management ability.

The Council was currently undertaking due diligence on the preferred supplier and anticipated formally announcing the new provider by the end of January. Members agreed that the new provider would be invited to present to the April meeting of the Committee.

Resolved - That the report be noted and the new provider of the Council's temporary labour services be invited to present to the April meeting of the Committee.

19. The Slough Academy - Update

The Committee considered a report setting out the half yearly update on the Slough Academy and the progress that had been made since the last report in June 2019.

Members were advised that since June the number of Apprentices 'in flight' had doubled to 24 and had increased by one since publication of the report to 25. There were 19 Apprenticeships pending start dates and 5 ending.

The report set out Programme activities, an update on Systems, Phase 2 – Continuous Professional Development and Phase 3 – Succession Planning.

In answer to questions, Members were advised that:

Employment & Appeals Committee - 23.01.20

- Apprentices were recruited internally and via Job Centres, the Education Trust and Community Groups.
- Qualifications that could be achieved were based on standards – Levels 2 – 7 (degree).
- Appendix B to the report – Apprentice Statistics would be updated to include disability generally.
- 63% of the apprentices to date were female.
- Senior managers were fully supportive of the initiative.
- The posts that remain 'hard to fill' included social workers, building control, planners and environmental health officers.

Resolved - That the report be noted.

20. Members' Attendance Record

Resolved – That the Members' Attendance Record be noted.

21. Date of Next Meeting - 8th April 2020

Noted the date of the next meeting – 8th April 2020.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.00 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 2nd July 2020

CONTACT OFFICER: Janine Jenkinson, Senior Democratic Services Officer
(For all Enquiries) 07511048406

WARD(S): All

PART I
FOR DECISION**APPOINTMENT OF SUB-COMMITTEES****1. Purpose of Report**

This report seeks the appointment of the Appeals Sub-Committee and Appointments Sub-Committee and the allocation of seats on those sub-committees.

2. Recommendation(s)/Proposed Action

The Committee is requested to resolve:-

- a) That the Appeals Sub-Committee and Appointments Sub-Committee be appointed for the 2020/2021 Municipal Year
- b) That the Terms of Reference of the Sub-Committees be as set out in Appendix A of the report.
- c) That seats be allocated to the Sub-Committees as shown in paragraph 5.1 of the report.
- d) That Members be appointed to serve on the Sub-Committees in accordance with the wishes expressed by Political Groups in respect of seats allocated to them as set out in paragraph 5.2 of the report.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

There are no implications for the Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan as this report is administrative in nature.

4. Other Implications**(a) Financial**

There are no financial implications of proposed action.

(b) Human Rights Act and other Legal Implications

The recommendations meet the requirements of political proportionality as set out in the Local Government and Housing Act 1989 and associated Regulations. The

Appointments Sub-Committee (Chief/Deputy Chief Officer) must include at least one Executive Member.

5. Supporting Information

Appointment of Sub-Committees

- 5.1 The Constitution provides for the Committee to appoint an Appeals Sub-Committee and Appointments Sub-Committee. Accordingly, the Sub-Committee seat allocations have been calculated to reflect group membership and statutory proportionality entitlements as follows:

Sub-Committee	Seats	Labour	Conservative
Appeals	5 (+ 5 deputies)	4 (+4)	1 (+1)
Appointments (5)	5	4	1

- 5.2 Nominations have been sought from Political Groups and have been received as follows:

Appeals Sub- Committee: Councillors Davis, M Holledge, Plenty, Rasib and Smith. Deputies – Councillors Cllr Chaudhry and Bains.

Appointments Sub-Committee: Councillors Bains, Akram, Mann, Strutton and Swindlehurst.

- 5.3 The Appointments Sub-Committee for appointments (other than the Chief Executive) comprises five members, appointed in accordance with the political proportionality of the Council. All five members are voting members of the Sub-Committee and must have received appropriate training in recruitment and selection activities.
- 5.4 Previously members of the Sub-Committee comprised of (subject to availability) the Leaders of the political groups, or their nominees and, where possible, but not as a requirement members serving on the Employment and Appeals Committee. The Sub-Committee must include at least one member of the Cabinet.

Terms of Reference

- 5.5 The Terms of Reference of the Appeals Sub-Committee and Appointments Sub-Committee are set out at Appendix A for consideration and agreement by the Committee.

6. Appendix

Appendix A - Terms of Reference

7. Background papers

None

Employment and Appeals Committee: Sub-Committee Terms of Reference

Appeals Sub-Committee

1. To determine appeals against refusal by the Local Education Authority of applications for home to school transport which do not fall within the LEA's policy for the provision of such transport.
2. To consider complaints about the school curriculum and collective worship in accordance with Section 23 of the Education Reform Act 1988.
3. To deal with requests for the allocation of accommodation outside the Council's approved policies on referral by the Officers or by three Members of the Council.
 - a) Decisions on Appeals:- To deal with requests:
 - i) against exclusion from various schemes on matters of interpretation or value judgement;
 - ii) against cancellation of applications for false or incomplete information;
 - iii) against rent arrears recovery action and proceedings for possession;
 - iv) in respect of any discretionary housing service provided from time to time not within the established criteria, where special circumstances apply and the Service Lead Strategic Housing Services has refused the application;
 - v) against assessments made under the Amenity Points Scheme for housing rents or any other method of rent assessment;
 - vi) against an Officer decision concerning the re-housing of applicants on urgent medical grounds, where in the view of Members the applicant(s) should be dealt with as a priority in the light of the facts of the case, taking into account the agreed definition of guidelines;
 - vii) against determination of improvement grants.
 - b) To deal with unusual matters of day to day management referred by the Director of Finance and Resources or Director of Place and Development or Service Leads for guidance.
4. To hear representations and determine appeals under the statutory provisions relating to nurseries, playgroups, child minders and residential homes.
5. To consider and determine appeals against refusal by the Authority of application for Local Council Tax Discount.
6. To consider and determine appeals in accordance with Section 17(3) of the Health & Social Services and Social Security Adjudication Act 1983.

Appointments Sub Committee

- 1 In accordance with the Officer Employment Procedure Rules to carry out the process for appointment and recommend to the Council the appointment of the Head of the Paid Service and Chief Executive, subject where appropriate to there being no well-founded objection by any member of the Executive.

Sub Committee to be increased to eight members for the appointment of the Chief Executive.

- 2 In accordance with the Officer Employment Procedure Rules to appoint chief officers and deputy chief officers, subject to there being no well founded objection by any member of the Executive.

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 2nd July 2020

CONTACT OFFICER: Surjit Nagra, Service Lead People Services

AUTHOR/S: Craig Lorne, Procurement Consultant/People Services and
Lola Makinde, OD/HR Business Partner.

(For all enquiries) (01753) 875472

WARD(S): All

PART I

FOR COMMENT & CONSIDERATION

TEMPORARY AGENCY STAFF

1 Purpose of Report

This report seeks to provide Members with an update on the Council's actions regarding the supply and control of temporary labour.

2 Recommendation(s)/Proposed Action

The Committee is requested to resolve:

- a) That the actions from the last meeting be noted.
- b) That the report and its contents be noted.

3 Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

3a Slough Joint Wellbeing Strategy Priorities

The provision of temporary staff does not directly impact on the Slough Joint Wellbeing Strategy.

The provision does however enable the Council to deliver its services to the community through the provision of specialist skills or replacement labour where required.

3b Five Year Plan Outcomes

The proposals within this report meet the Five Year Plan objectives as follows:

Outcome 1, 2, 3, 4

The services provide labour necessary to deliver these outcomes when permanent labour is not available or specialist skills are required.

Outcome 5

The supplier of temporary workers engages with local suppliers of temporary labour whilst also working with a wider pool to ensure Slough has access to the best available talent to make Slough an attractive place to operate and work.

4 Other Implications

(a) Financial

The procurement actions described in this report assume that the Council continues to engage temporary labour at existing rates of £8-10m per year.

On this basis, the Council may expect to generate savings of circa £110k per year. This saving will be generated from reductions in contributions to statutory labour fees such as National Insurance, Pensions and Apprentice Levies charges in relation to the agency labour.

Due to rebasing of the costs of agencies, there is likely to be an increase of circa £20k per annum in agency fees. This is caused by a focus on increasing capability of agencies and enabling access to better quality of staff. As a consequence for having access to a better talent pool for interim labour, it is possible to displace expensive consultancy labour with lower cost interim labour with no detriment to quality and as such reducing overall expenditure.

(b) Risk Management

There are no specific risks to be managed for temporary labour provision beyond the need to ensure ongoing provision at appropriate costs.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There is no requirement for an Equalities Impact Assessment as we do not hold equalities data on temporary workers as they are not our employees.

(e) Workforce

There are no implications for permanent staff.

5. Update on the Procurement Process

At the last meeting officers advised the Committee the intentions of the Council to re-procure the temporary labour service contract. The Council had intended to have this exercise completed and implemented by January 7th 2020. However, due to the need to perform thorough due diligence between the top bidders and owing to the critical nature of the supply of temporary labour to the delivery of Council services, this date was varied to April 7th 2020.

The outcome of this process is that Matrix SCM was awarded the contract to provide a managed service using a hybrid model. A hybrid model means that the Council will engage with different worker types in different manners with, as a generalisation, lower graded labour being managed via a single agency with higher graded and interim labour being engaged via a number of pre-qualified agencies. The implementation of this updated model has been ongoing with some disruption due to COVID.

The procurement focused on delivering the following benefits to the Council and to address some of the issues experienced with the current contract:

- **A reduction in contribution to statutory costs of agency workers.** The Council currently pays for such on a flat rate basis. Given the proportion of lower graded temporary workforce, a move to a sliding scale will enable the Council to reduce its contributions whilst maintaining its compliance to legal requirements. Based on a 12 month sample and assuming no variation in usage, the Council can expect to reduce its contribution to these fees from 9.2% of pay to 7.9%. This reduction will result in a saving to the Council of circa £110k per annum.
- **A more resilient supply chain.** The Council has experienced difficulties in obtaining staff in some areas, with some of this caused by commercial restrictions placed by the Council on the incumbent, forcing companies out of the supply chain. Whilst reductions in agency fees provide measurable savings on a direct comparator, the variation causes leakage into the interim market and consequently higher rates and into use of consultants on a professional services basis with a further cost increase or into accepting the opportunity costs of lost labour.

As such, the rebasing of agency rates, with a minor increase of circa £10k on a like of like basis, is likely to result in a more resilient supply chain of capable and engaged agencies and consequent reductions in other forms of labour replacement.

- **The improvement in service through the provision of an on-site resource.** An issue often highlighted by end users has been the inability of staff to engage with the supplier directly, resulting in a reduction in effectiveness of recruitment exercises due to a receipt of sub-optimal CVs. The implementation of on-site personnel from the supplier will enable managers to interact with them, resulting in better outcomes from the sourcing process. This resource will be available to the Council from this month. It is this provision that will enable the displacement of consultancy labour to lower cost interim labour.
- **The contract management abilities of the Council will be enhanced through the creation of meaningful service level agreements for the provider,** with associated service credits creating a financial incentive on performance. The Council has also built in a levy on the contract to enable it to employ a contract manager to manage the supplier's performance.

The contract will be managed in line with the performance framework below:

- a. The new contract will have a designated on site contract manager who will be based at Observatory House.
- b. The contract manager will work with our recruiting officers proactively to source the right talent at the right price from their supply chains.
- c. Matrix will only provide CV's that matches the skills and knowledge we are looking for. There will be early engagement with our officers to understand their needs.
- d. Managers and the contract manager will have regular meetings to co-create a strategy on how to fill roles that are hot spots and difficult to recruit, and create actions plans on how this will be achieved.
- e. Matrix will work in partnership with People Services and the services on our resourcing strategy to ensure we attract the right talent.
- f. Matrix will devise a process to capture customers experience and evaluate their process on a regular basis and provide monthly data on the success of their interventions, measuring via the standard Net Promoter Score mechanism.
- g. People Services will manage the contract in an effective and efficient manner, and be looking at how this contract is adding value for money via monitoring the key performance indicators.
- h. Matrix will streamline the approval process, cleanse the data and ensure our users navigate their platform with ease.

6. Statistics

Councillors are provided in **Appendix 1** statistics relating to the use of temporary labour and **Appendix 2** presentation from Matrix. In assessing these, councillors should note that the in-sourcing of Arvato staff will have led to an increase in numbers of temporary labour from the increased organisation size.

Key trends emerging from the statistics:

As per below data, please note that March and April were 5 week months. The reports provided give an overview of directorate and Job category spends. Looking at between the 2 x 5 week month's in March and May. Whilst majority of the directorate departments have had a reduction in their spend. Adults and Communities have increased their spend by 34k and Chief Exec by £680.

7. Appendices Attached

Appendix 1 – Usage of Temporary Worker Trends

Appendix 2 – Matrix presentation

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Appendix 1 – Usage of Temporary Worker Trends

Breakdown of Spend and Hours Used within the last three months

	March 2020	April 2020	May 2020
Hours	33,278	25,751	30,563
Spend	£1.28m	£1.01m	May £1.23m

Breakdown of Spend by Directorate within the last three months

	March 2020	April 2020	May 2020
Adults and Communities	£331,043	£311,196	£280,626
Chief Executive	£4,410	£3,675	£4,376
Children, Learning & Skills	£75,699	£52,920	£52,035
Customer & Community Services	£1,922	n/a	n/a
Finance & Resources	£307,697	£229,117	£219,322
Place & Development	£256,314	£172,920	£151,620
Regeneration	£300,668	£234,741	£201,236
Grand Total	£1,277,753	£1,004,569	£1,200,291

Breakdown of Hours used by Directorate within the last three months

Directorates	March 2020	April 2020	May 2020
Adults and Communities	9,383	8,248	7,190
Chief Executive	45	38	45
Children, Learning & Skills	1,941	1,344	1,281
Customer & Community Services	135	n/a	n/a
Finance & Resources	7,569	5,680	5,487
Place & Development	9,448	6,771	5,560
Regeneration	4,759	3,566	3,382
Grand Total	33,278	25,647	22,945

On-Contract Roles Opened and Closed

	2019/20							
	Q1		Q2		Q3		Q4	
	Opened	Closed	Opened	Closed	Opened	Closed	Opened	Closed
Adult and Communities	22	20	13	24	12	27	12	18
Chief Executive	2	1	1	3	0	1	0	0
Children, Learning and Skills	2	7	2	4	8	16	4	8
Finance and Resources	11	3	8	2	14	6	13	16
Place and Development	17	22	28	21	5	26	20	8
Regeneration	6	17	9	7	6	5	8	14
Total	60	70	61	61	45	78	57	64

Engagements over 12 Months in Duration

Directorate	2019/20			
	Q1	Q2	Q3	Q4
Adult and Communities	31	31	24	42
Chief Executive	2	1	2	2
Children, Learning and Skills	7	7	1	9
Finance and Resources	6	7	6	26
Place and Development	45	50	51	57
Regeneration	11	9	11	16
Grand Total	102	105	95	152

Engagements Durations

		Staff Engaged At Quarter End					
Directorate	Duration	31/12/2019	31/03/2019	30/06/2019	30/09/2019	31/12/2019	31/03/2020
Adult and Communities	0-3 months	19	19	22	14	12	2
	3 - 6 months	22	15	12	16	13	12
	6 - 9 months	17	11	8	9	9	9
	9-12 months	5	8	4	5	7	11
	1-2 years	18	14	13	12	11	14
	Over 2 years	16	15	17	18	14	20
	Adult and Communities Total		97	82	76	74	66
Chief Executive	0-3 months	0	2	2	0	0	0
	3 - 6 months	0	0	1	1	0	0
	6 - 9 months	1	0	0	1	1	0
	9-12 months	0	1	0	0	0	0
	1-2 years	0	0	1	1	1	0
	Over 2 years	1	1	1	1	1	1
Chief Executive Total		2	4	5	4	3	1
Children, Learning and Skills	0-3 months	2	7	2	2	2	0
	3 - 6 months	3	2	4	2	3	4
	6 - 9 months	2	3	2	2	2	6
	9-12 months	2	1	2	2	2	2
	1-2 years	7	5	6	3	0	4
	Over 2 years	1	4	2	4	1	5

Children, Learning and Skills Total	17	22	18	15	10	21
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Finance and Resources	0-3 months	0	1	9	8	14	1
	3 - 6 months	1	0	1	8	5	21
	6 - 9 months	0	1	0	1	6	8
	9-12 months	2	0	1	0	3	5
	1-2 years	4	3	3	3	1	8
	Over 2 years	1	4	2	4	5	3
Finance and Resources Total		10	10	17	24	34	46
Place and Development	0-3 months	16	17	13	28	4	14
	3 - 6 months	19	13	14	9	14	37
	6 - 9 months	13	15	10	11	7	4
	9-12 months	17	14	10	8	8	7
	1-2 years	25	37	39	46	34	9
	Over 2 years	2	2	6	5	17	7
Place and Development Total		92	98	92	107	84	78
Regeneration	0-3 months	6	10	4	10	6	2
	3 - 6 months	9	4	3	7	8	4
	6 - 9 months	4	7	2	2	5	3
	9-12 months	9	3	2	1	2	7
	1-2 years	12	10	7	5	5	7
	Over 2 years	4	4	4	4	6	9
Regeneration Total		44	38	22	26	32	32

Roles Opened

	Starters in Over Preceding Three Months				
Directorate	31/03/2019	30/06/2019	30/09/2019	31/12/2019	31/03/2020
Adult and Communities	24	23	15	14	14
Chief Executive	2	2	1	0	0
Children, Learning and Skills	8	2	2	8	4
Finance and Resources	1	11	8	14	24
Place and Development	20	17	32	6	51
Regeneration	11	6	10	7	5
Grand Total	66	61	68	49	98

Roles Closed

	Leavers in Over Preceding Three Months				
Directorate	31/03/2019	30/06/2019	30/09/2019	31/12/2019	31/03/2020
Adult and Communities	39	29	17	29	21
Chief Executive	0	1	2	1	2
Children, Learning and Skills	3	6	5	13	2
Finance and Resources	1	4	1	5	12

Place and Development	14	23	17	30	55
Regeneration	17	22	6	9	6
Grand Total	74	85	48	87	98



Delivering A Service Fit For Your Needs



Delivering A Service Fit For Your Needs

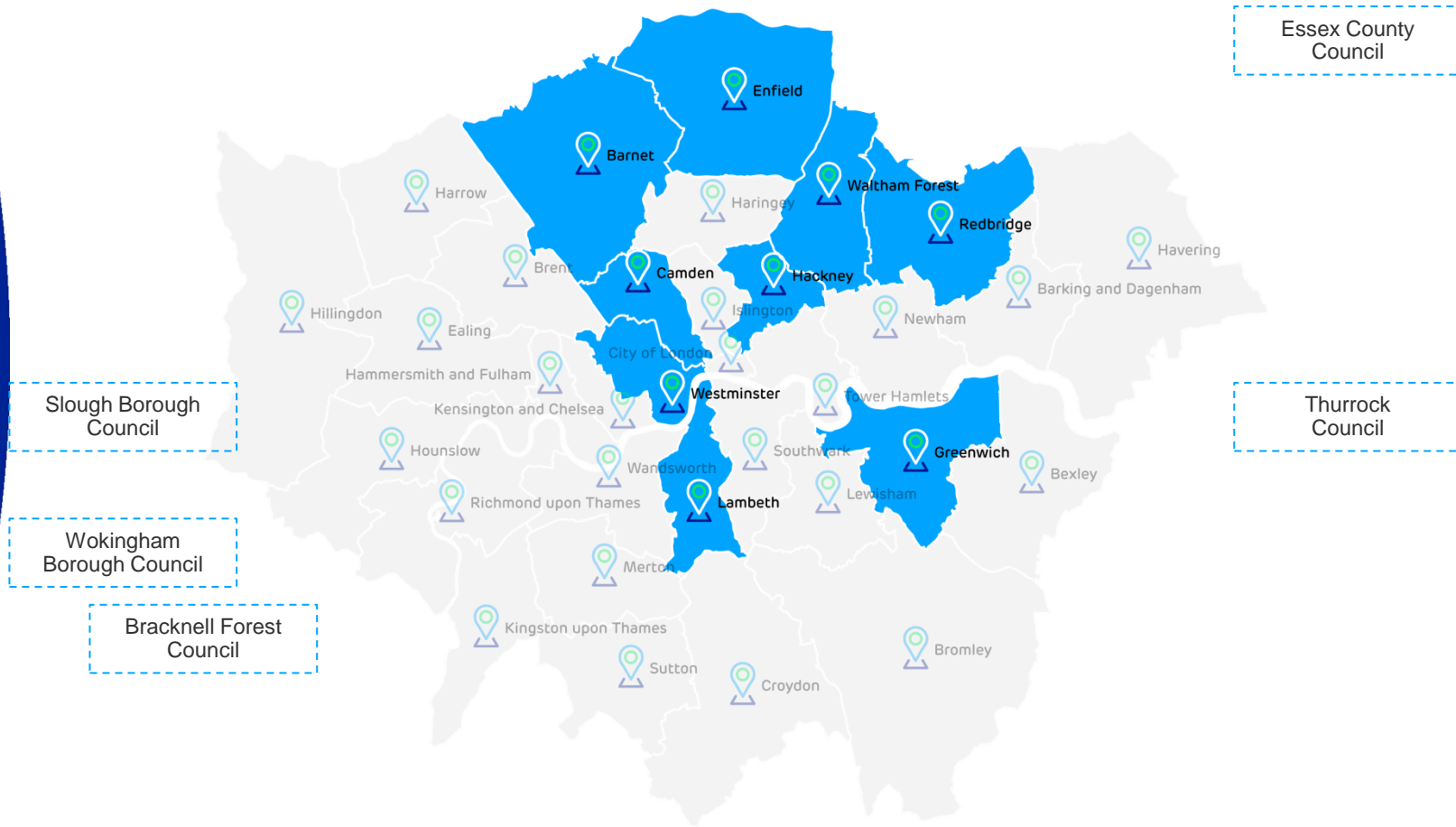
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Agenda

- Introductions
- About Matrix SCM and Our Experience
- Service - Value for Money and Model
- Work with managers on key and specialist roles
- Strategy on Hard to Fill Roles
- Reduce Reliance on Agency Workers



Matrix SCM and Our Experience





Savings and Value for Money

Commercials

Page 24

Agency
Margins inc
Tenure Discounts

Matrix MSP
Fee and Payroll

Statutory
Costs



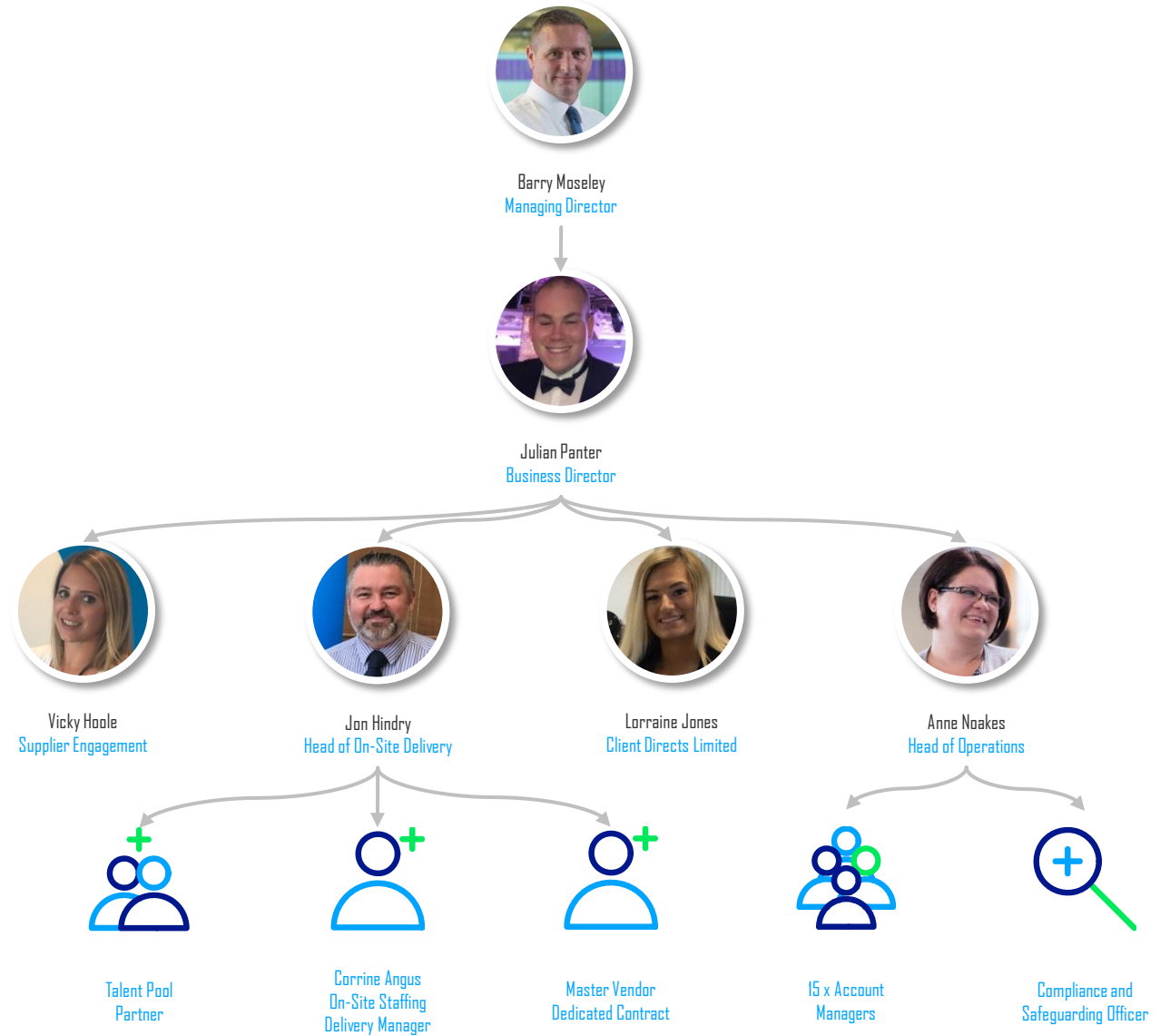
Commercials

Savings

Cost Item	Difference in Costs
MSP Fee	£17,197.15
Agency Margins	£91,490.99
Tenure Discounts	-£22,135.01
Statutory Costs - NI	-£89,959.14
Payroll	-£9,192.00
Total	-£12,598.02

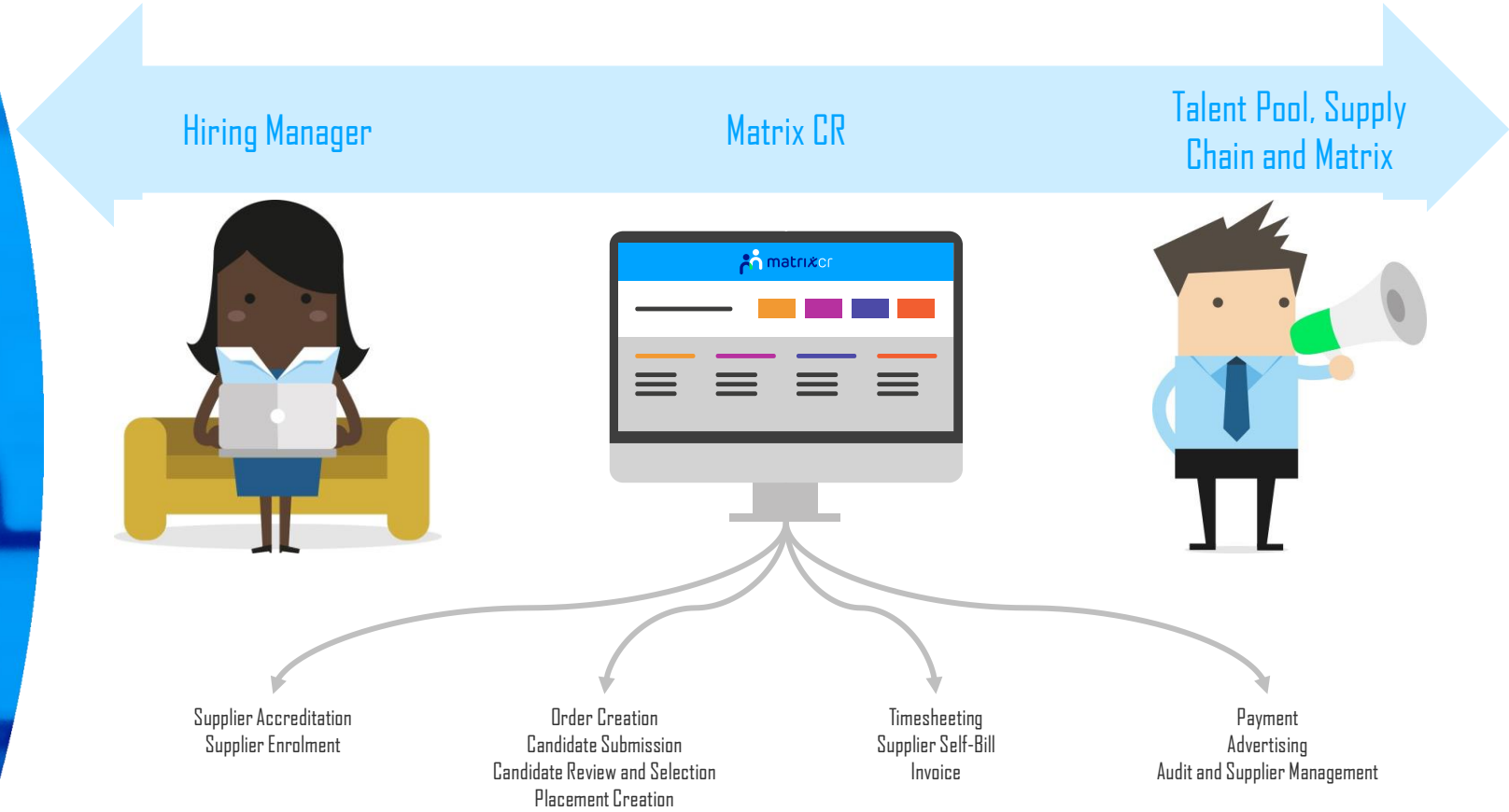


Personal Account Management





Our Model





Neutral vs. Hybrid (Part 1 of 2)

	Old Contract (Neutral)	New Contract (Hybrid)
Hierarchy	<ul style="list-style-type: none">Account Manager (Matrix HQ) / Business Manager / Business Director	<ul style="list-style-type: none">Dedicated On-Site Account Manager / Head of On-Site / Business Director
Supply Chain	<ul style="list-style-type: none">OpenLower agency interaction time	<ul style="list-style-type: none">Closed / PSLHands-on approach to agency relationships / more proactive supplier engagement
Neutral / Hybrid	<ul style="list-style-type: none">90% of GI / Driving roles were filled by SS – Matrix unaware of communications agency and manager were havingCommunications had to go through Matrix – potential delay in response time	<ul style="list-style-type: none">Master vendors – Matrix involved in discussions, can train and build relationships with agenciesEnsure no gaps in service during busy times – agency has an obligation to fill roles if they are a master supplier
Process Flow	<ul style="list-style-type: none">One size first all	<ul style="list-style-type: none">Personal approach, communication between Matrix, client and agencyInterim and Specialist rolesFlexible model
KPIs	<ul style="list-style-type: none">Standard KPIs	<ul style="list-style-type: none">Specified KPIs for performance on account managementPenalties for KPIs not achieved
Supplier (Client Feedback)	<ul style="list-style-type: none">Currently report on supplier engagement on active placements only – part of standard QBR	<ul style="list-style-type: none">Reporting on supplier performance in QBRs in depthMonitoring supplier performance throughout contract – does it meet customer needs?

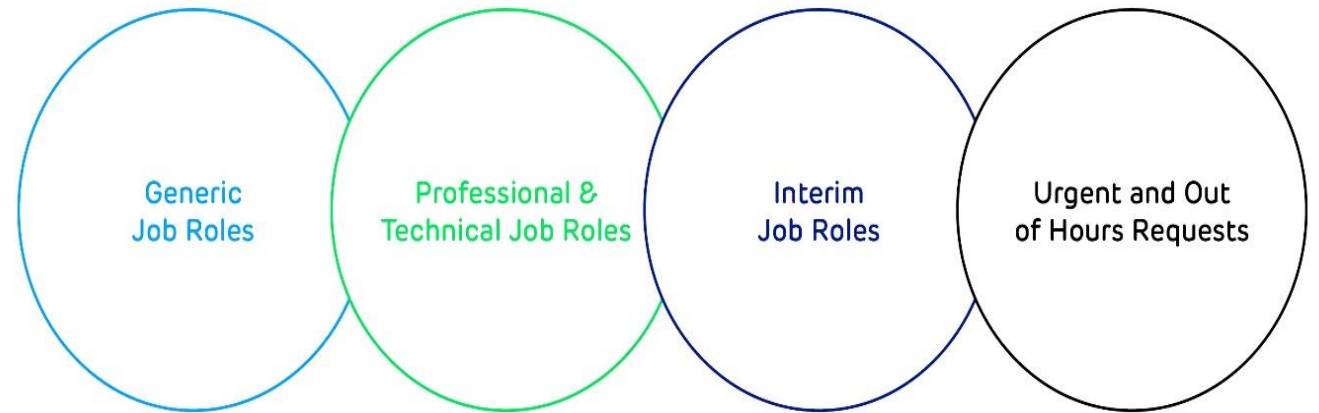


Neutral vs. Hybrid (Part 2 of 2)

	Old Contract (Neutral)	New Contract (Hybrid)
Master Vendor Suppliers	<ul style="list-style-type: none">• N/A	<ul style="list-style-type: none">• We hold quarterly meetings with the master vendor suppliers• Underperformance will be monitored, and a performance plan will be created – to be reviewed monthly
Supplier Engagement	<ul style="list-style-type: none">• Supplier Engagement Manager will only get involved when an issue arises	<ul style="list-style-type: none">• The Supplier Engagement Manager will hold regular reviews and multi-supplier forums• BI annual reviews
Staff Bank	<ul style="list-style-type: none">• N/A – had access to CDL	<ul style="list-style-type: none">• Ready-to-work candidates – Matrix supports this• Optional Talent Pool technology over time
MDS	<ul style="list-style-type: none">• On request only	<ul style="list-style-type: none">• Dashboard view – Contract Manager view only
Candidate	<ul style="list-style-type: none">• Free reign of submission numbers – can increase on agency request	<ul style="list-style-type: none">• Restricted on submission per agency (Neutral Vendor only)
Procedure for Driving Improvements	<ul style="list-style-type: none">• N/A	<ul style="list-style-type: none">• Full plan detailed on added value and continuous improvement

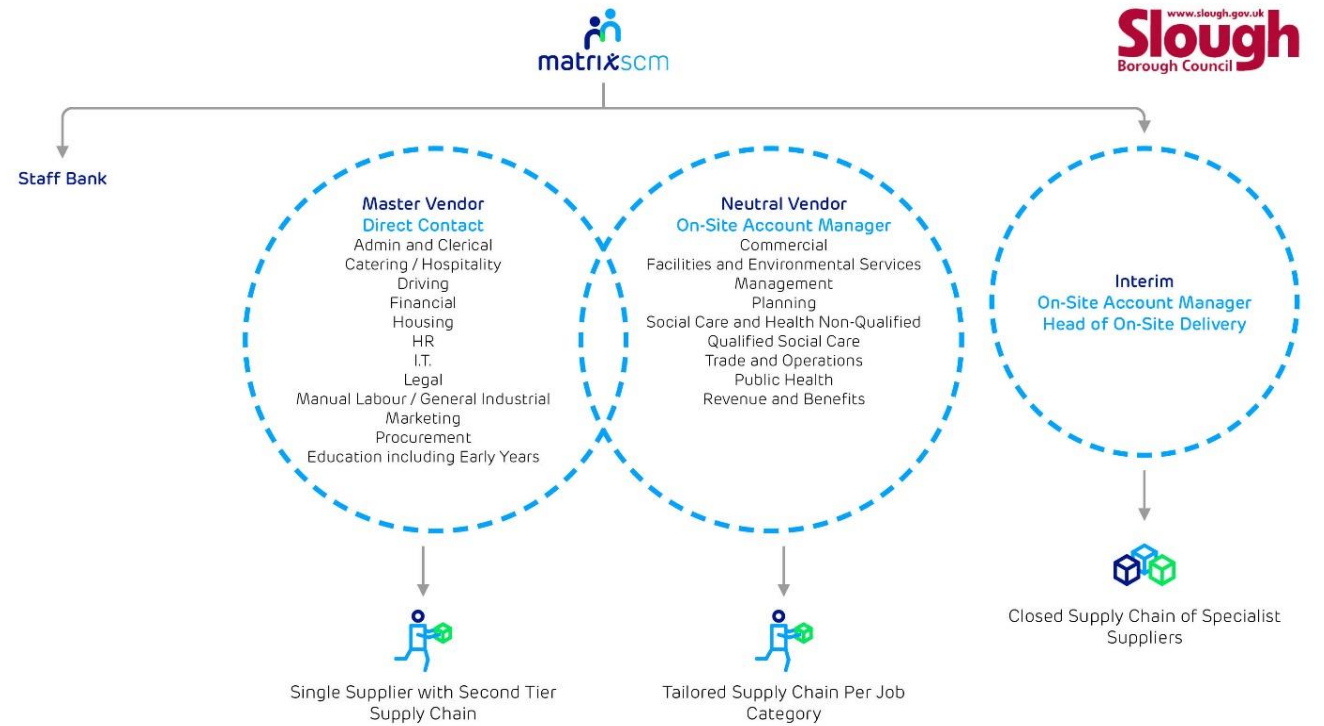


Our Model





Our Model





Supply Chain Management

Job Category	Master Vendor Supplier
Admin and Clerical	Smart Solutions
Catering/ Hospitality	Smart Solutions
Driving	Smart Solutions
Financial	Eden Brown Synergy
Human Resources	Eden Brown Synergy
IT	ERG (Executive Resource Group)
Legal	Law Absolute
Manual Labour / General Industrial	Smart Solutions
Marketing	Eden Brown Synergy
Procurement	Eden Brown Synergy
Housing	Eden Brown Synergy
Education including Early Years	FRCE





Reliance on Agency Workers

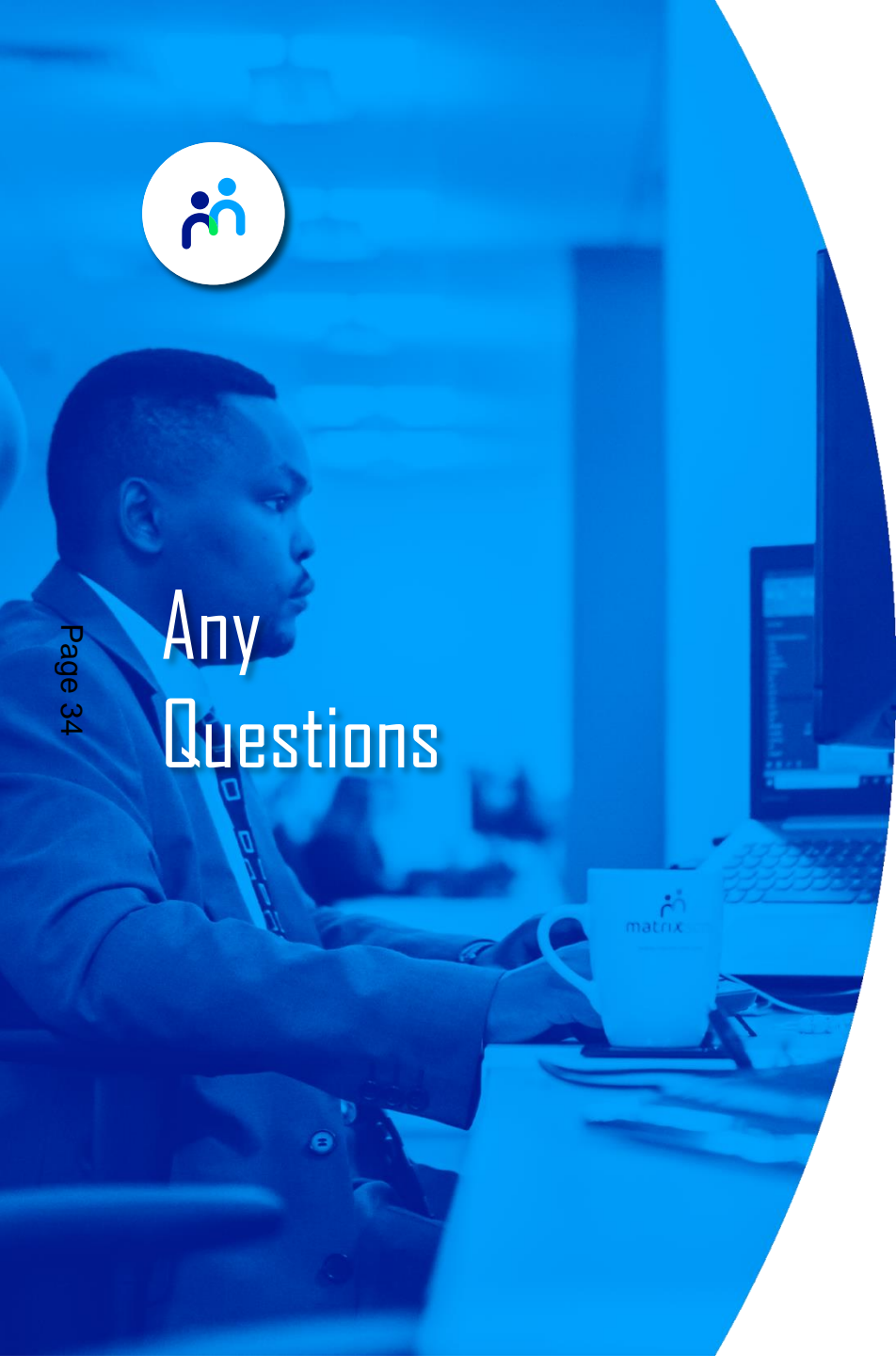
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Strategies

- Demand Management – Permanent Conversations Campaigns
 - Focus on agency workers over 26 weeks
- Utilising Matrix SCM for permanent recruitment
- International Permanent Recruitment
- Statement of Works
 - Payment upon Tasks and Milestones



Any Questions



SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 2nd July 2020

CONTACT OFFICER: Surjit Nagra, Service Lead, People

AUTHORS: Edwin Fernandes Slough Academy Manager

WARD(S): All

PART I
FOR COMMENT & 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 January 2020.

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 despite the Covid-19 pandemic the Slough Academy has had its first three Apprentices achieve their Adult Social Care Level 3 qualification with a Merit.

The remaining Apprentice on the programme has had completion delayed due to Covid-19. A 'virtual meeting' between the Training Provider and the Apprentice for final assessment is being rescheduled.

We now have 25 Apprentices in flight, an increase of one undertaking 12 different programmes, spanning five directorates. There are a further 16 Apprenticeships pending start dates, undertaking a further 11 different programmes.

We have lost a few pending Apprenticeships, as some Training Providers affected by Covid-19 have withdrawn the programmes previously offered, for commercial reasons. Covid-19 quite naturally has also meant that business and staff focus has not included Apprenticeships as a priority. The team have also been heavily deployed in supporting the Cornerstone project over the last two months, in addition to their roles, reducing development resource and time.

In Flight	Apprenticeship Programme	Apprenticeship Level	No. Of Apprentices
	Lead Adult Care Worker	3	1
	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
	Social Work Degree	6	3
	Early Years Educator	3	1
Total			25
Pending	Apprenticeship Programme	Apprenticeship Level	No. Of Apprentices
	Team Leader/Supervisor	3	1
	Operations Manager	5	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
	Housing/Property Management Assistant	2	1
	Customer Service Specialist	3	1
Total			16

Programme Activities

Schools & Nurseries – we continue to update information on the schools hub, to encourage them to take on Apprentices and use their Levy Funding.

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. We are now looking to develop their capability further, developing Apprenticeship leads for us to convert.

Articles on Insite – we continue to post updates and articles on the intranet to promote and publicise Apprenticeship opportunities at Slough Borough Council.

Systems Update - Cornerstone

The Cornerstone Talent Management System has been used to support our COVID response by delivering the following Learning & Development products:–

- Skills Audit (identifying best fit for redeployment)
- Risk Assessment training
- Covid-19 – A Return To The Workplace (preparing staff returning to SBC sites)
- Covid-related Resilience Team Risk Assessment

In addition we are recording virtual classroom to support our new modernised, more effective systems training approach.

The next step will be to add classroom training and select the best fit e-learning catalogues which will further support the professional development of employees. This will ensure 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. We will also be recording our Performance Reviews and 1:1s in Cornerstone to ensure these can be corporately managed and reviewed.

Cornerstone 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 Performance Reviews 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 critical roles 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 Attached

Appendix A: Apprenticeship Roll out Plan

Appendix B: Apprenticeship Statistics

Appendix C: Apprenticeship Projected ROI based on business case submission

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Appendix B - Apprentice Statistics 12/6/20

2020	No of Apprentices 25	National Stats
Percentage of workforce	2%	2.3% (target)
Gender	20 (F) 80% 5 (M) 20%	F 51% M 49%
Age Range	18-56	N/A
Average Age	32	N/A
Learning Disability	1 (4%)	11.8%
BAME	50%	12.3%
CLA/CIC	0	N/A
Existing/New Posts	Existing 15 (60%) New 10 (40%)	Existing (67%) New (33%)
Slough Residents	19 (76%)	N/A

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Appendix C: Apprenticeship Projected ROI based on business case submission – June 2020

Complete & In Flight	Apprenticeship Programme	Apprenticeship Level	No. Of Apprentices Starts	Agency Spend	Rate of attrition	Difficult to fill role	Development pathway	Projected cost for whole length of the training programme
	Lead Adult Care Worker	3	5	High £724K pa	High 60% attrition (agency staff)	High	High Career progression, capability & retention	15K
	Leader in Care	5	2	High (incl. in figure above)	High (incl. in figure above)	High	High Career progression to build retention	4K
	Adult Care/Lead Adult Care Worker	2 & 3	2	High (incl. in figure above)	High 60%	High	High Career progression to build retention	12K
Page 43	Adult Care	2	1	High (incl. in figure above)	High 60%	High	High Career progression to build retention	3K
	Commercial Procurement & Supply	4	4	Low	Medium	Medium	High Career progression to build retention & capability	36K
	Operations Departmental Manager (ASC)	5	1	High	High	High	High Career progression to build retention	9K
	Operations Departmental Manager	5	1	Recruited in	Recruited in	Recruited in	Recruited in	£3K
	Children & Young People's / Early Years Educator	2 & 3	5	High £361K pa	Medium 14.7% attrition	High	High Career progression to build	39K

Complete & In Flight	Apprenticeship Programme	Apprenticeship Level	No. Of Apprentices Starts	Agency Spend	Rate of attrition	Difficult to fill role	Development pathway	Projected cost for whole length of the training programme
	HR Services Support Officer	3 & 5	1	Low	Low	Low	High Career progression to build retention & capability	11.5K
	Civil Engineering Technician	3	1	High Consultancy Spend	High	High	High Career progression to build retention & capability	12K
Page 44	Surveying Technician	3	1	Low	Medium	Medium	High Career progression to build retention & capability	9K
	Building Control	6	1	High £202K	High	High	High Career progression to build retention & capability	24K
	Early Years Educator	3	1		Medium 14.7%	High	High Career progression to build retention	6K
	Town Planning	3	1	Low	Medium	Medium	High Career progression to build retention	9k
	Social Work	6	3	High £1.26M (across social work team)	High	High	High Career progression and build pipe line recruitment	69k
Total			30					£261,500

Pending	Apprenticeship Programme	Apprenticeship Level	No. Of Apprentices	Agency Spend	Rate of attrition	Difficult to fill role	Development pathway	DAS Training costs saved	
	Occupational Therapy	6	1	High (See figure above)	High (see figure above)	High	High Career progression to build retention & capability		
	Team Leader/Supervisor	3	1	Business case in development					
	Operations Manager	5	1	Low	Low	High	High Career progression to build 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		
Page 45	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		
	Chartered Town Planner	7	1	High £453K	High	High National shortage	High Career progression to build capability & increase retention		
	Housing/Property Management Assistant	2	1	Low	Low	Medium	Medium Build capability & increase retention		
Total			16						

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 2nd July 2020

CONTACT OFFICER: Surjit Nagra, People Service Lead

AUTHOR: Michelle Higgs, HR Policy Manager
For all enquiries (01753 875788 ext. 5788)

WARD(S): All

PART I**FOR DECISION****EMPLOYMENT POLICIES AND PROCEDURES****1. Purpose of Report**

This report provides the Employment Appeals Committee with an update on the review of the HR Policies and Procedures work programme in relation to the following:

- Revised Leave Policy and Procedure

2. Recommendation(s)/Proposed Action

2.1 The Committee is requested to approve the new, revised and updated policies and procedures outlined in this report.

3. Supporting Information

3.1 The People Service has a programme of work relating to undertaking reviews of all employment policies and procedures. This programme of work is to ensure the policies and procedures:

- comply with employment legislation and any changes in statutory provisions
- reflect the council's strategic aims
- continue to reflect best practice
- are user friendly for both managers and employees
- work together cohesively
- incorporate any lessons learnt from casework.

3.2 One of the key drivers for any revisions to policies is to reflect any national changes in statutory provisions and of course, to update and incorporate any lessons learnt from casework.

3.3 A summary of the new policies and the revisions and updates to policies is outlined below.

4 Leave Policy and Procedure

4.1 The Leave Policy and Procedure was last updated in June 2014. Following a recent internal audit of the Agresso System by RSM it was identified that this policy needed to be reviewed and updated. Also new employment legislation regarding Bereavement Leave will be introduced in April this year and is now included in this policy.

4.2 In addition, the Employee Engagement Forum requested a review of the Volunteer Leave Scheme to improve and increase the current offering from 1 paid day for volunteering to 2 paid days to better promote the scheme and encourage greater uptake.

5 Summary of proposed changes to Leave Policy

5.1 A Leave Policy that provides flexibility and recognises how important our employees are to the Council's success can improve productivity, improve the workplace culture and boost employee morale. It is becoming more important for employees to achieve equilibrium in the different aspects of their lives.

5.2 A summary of the main changes to the Leave Policy is outlined below:

- New statutory Parental Bereavement Leave provision of 2 weeks leave included
- Addition of option to purchase 5 days leave (pro-rata for part time employees)
- 2 days paid leave for Foster Carers
- Volunteer leave increased to 2 days paid leave on proviso that the second day is a team volunteering event
- Special Constables and Community Firefighters one day paid leave - to attend training that cannot be taken outside working time and emergencies
- Jury Service information updated

The revised Leave Policy and Procedure is attached as Appendix 1.

6. Background Papers

None

7. Appendix Attached

Appendix 1 – Leave Policy and Procedure

Appendix 2 – Carers Support Leave Scheme

Policy Schedule		
Policy owner and lead	People Services: HR Policy Manager	
Consultation	Trade Unions	
	Employee engagement forum	January 2020
	Disability Forum	January 2020
	CMT	October 2019
	CCF	January 2020
Approving body		
Date of approval		
Date of implementation		
Version number	Draft V 0.7 March 2020	
Superseded version	Leave Policy and Procedure June 2014	
Legal check		
Related documents	Family Friendly Policies Purchasing Annual Leave Scheme Parental Leave Guidance Volunteer Leave Scheme Foster Carers Support Leave Flexible Working Policy Data Protection and Privacy Policy Managing Sickness Absence Policy and Procedure	
Review interval	Three yearly	

Version Control

The first draft of the policy should be labelled '**Draft version 0.1**' and dated. Further draft versions should be labelled '**Draft version 0.2, 0.3**' etc. and dated.

The final original version of the policy may be labelled '**Final Version 1.0**' and dated. This version will be submitted for the appropriate approvals egg CCF.

If amendments are necessary following EAC then subsequent versions of the policy may be labelled '**Draft Version 1.1, 1.2**' whilst being drafted and reviewed and the version re-submitted for approval should be labelled '**Final Version 2.0**' and dated.

If revisions are required subsequently and following implementation of policy, version should be labelled as follows –

Example

Final Version 2.1 – reason for change (eg legal update)

Version Control

Version	Author	Date	Changes
0.1	MH	July 2019	New
0.2	MH	September 2019	SMT and HR feedback
0.3	MH	Oct 19	CMT feedback
0.4	MH	Nov 19	SN feedback
0.5	MH	Jan 20	Legislation and TU,
0.6	MH	Fb 20	EEF and DF feedback
0.7	MH	March 20	CCF feedback

Version Control

Document No:

Version No:

Approved by: Employment and Appeals Committee

Date approved:

Effective:

Authority: SBC

Authorised by:

Contact Officer:

Revision History

Version No Date

Amended by

Authorised by

Approved by

Change History

Version No Date Change Details

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POLICY STATEMENT

Slough Borough Council is committed to the welfare of its employees and recognises the need for flexibility in balancing the needs of the organisation to deliver services for it's' residents with the personal and family commitments of our employees.

This policy is in place to enable employees and managers to balance the demands of domestic and work responsibility (whether in a planned way or at times of urgent and unforeseen need) through the provision of paid and / or unpaid leave according to the circumstances.

1. SCOPE

- 1.1 This policy applies to all employees at Slough Borough Council. This policy does not apply to school-based employees who are under the control of Governing Bodies or to Volunteers.

2. KEY PRINCIPLES

- 2.1 To provide employees with clear and consistent information on the various types of leave they may be entitled to, within and outside the normal annual leave provision and;
- ensure a fair approach to supporting employees in balancing their work and domestic responsibilities.
 - provide information and guidance for managers dealing with requests for leave
 - ensure the Council is aware of its statutory obligations under the relevant employment legislation
 - confirm the benefits of annual leave are recognised in terms of maintaining employee morale and productivity, reducing sickness absence and improving the ability of the Council to recruit and retain staff.
- 2.2 Requests for all categories of leave must be made on line via Agresso, the Council's electronic employee self service system.

3. CATEGORIES OF LEAVE

Categories of leave are:

- Annual Leave (and Buying Annual Leave Scheme)
- Public holidays - often referred to as Bank Holidays
- Public Duties - Jury Service/Attendance at Court as witness, Magistrates, Election Duties
- Foster Carers Support Leave
- Emergency Leave and Time-off for dependents

- Parental Bereavement and Compassionate Leave
- Time off to attend hospital/medical/dental appointments
- Religious Observance
- Volunteer Leave
- Special Constables and Community Firefighters Leave - to attend training and emergencies
- Study Leave (also refer to the Learning and Development Policy)
- Military Service
- Sabbatical
- Trade Union Duties and Activities
- Family Friendly Policies e.g. maternity leave

4. ANNUAL LEAVE

- 4.1 The council's leave year runs from 1st April to 31st March.
- 4.2 The annual leave year entitlements quoted below are based on full-time employment and are calculated on the basis of the complete year's service. For part-time employees the entitlement is pro rata.
- 4.3 During the first year of service, and on termination of employment annual leave will be pro rata to completed months' of service. Part year entitlement is calculated on the basis of 1/12 of the annual leave entitlement for each completed month of service subject to local government service. Annual leave entitlement inclusive of extra-statutory and concessionary days is as follows:-

Complete year's entitlement

Up to 2 years' local government continuous service as at 1st April	More than 2 years' but less than 5 years' local government continuous service as at 1st April	More than 5 years' local government continuous service as at 1st April
25 days	29 days	32 days

- 4.4 In addition, employees will be entitled to the public and bank holidays that fall within the leave year (pro rata for part-time staff).
- 4.5 You will be required to refund, by a deduction from your salary, any holiday taken beyond your entitlement.
- 4.6 A guidance note on calculating annual leave and bank holiday entitlements is available on freshdesk in Agresso, the Council's electronic employee self service system.
- 4.7 **Requesting and taking annual leave**
In accordance with the Working Time Regulations 1998, applications to take paid annual leave must normally provide for a minimum period of notice to be given to the employees designated manager. This should be not **less** than twice the duration of

the leave requested. (For example: if you wish to take 2 weeks leave, you should make the request at least 4 weeks prior to the requested leave dates).

- 4.8 Requests must be submitted in advance of committing to holiday arrangements, giving the minimum period of notice as stated above. A longer period of notice is preferable, where possible, to assist in managing staffing requirements and service priorities. Managers should support their employees to take their full annual leave entitlement through effective planning and monitoring.
- 4.9 Leave requests will not be unreasonably declined, but must be subject to the operational needs of the service. If leave is declined, your line manager will give notice which will be at least the length of the leave requested.
- 4.10 Employees should receive their normal remuneration in respect of periods of annual leave. Normal remuneration will recognise that payment will include all forms of regular additional work.
- 4.11 If an employee falls sick whilst on annual leave, they should report their sickness to their manager in accordance with the Council's Managing Sickness Absence Policy and Procedure. In order to reclaim annual leave retrospectively the employee must produce a medical certificate as proof that they were unwell regardless of the number of days the employee was unwell. This must then be recorded on Agresso as annual leave.
- 4.11 **Purchasing Annual Leave**
This scheme is intended to assist employees in balancing their home and work life. There may be instances for example where an employee:
- Is planning a special event or trip
 - Needs extra leave for personal reasons
 - Simply would like more annual leave
- 4.12 Please refer to the Purchasing Annual Leave scheme, Appendix 1, for details.

5 PUBLIC HOLIDAYS

- 5.1 All employees are, irrespective of length of service, entitled to a holiday with a normal day's pay for each of the bank holidays as they occur. Part-time employees will receive paid bank holidays pro rata. Employees who are required to work on bank holidays will receive appropriate pay and time off in lieu.

6 PUBLIC DUTIES

- 6.1 An employee is entitled to 'reasonable' time off to undertake certain public duties. The amount of time off must be agreed in advance and written confirmation will be required to support the leave request. The council can refuse a request for time off if it is deemed to be unreasonable, or will affect business needs.
- 6.2 There is no entitlement for this time off to be paid, however the Council will grant up to 5 days paid leave per annum to employees required to undertake official duties provided the time off has been agreed in advance as above.

6.3 Public roles covered by the legislation include - member of a local authority; member of a police authority; member of a statutory tribunal; member of a relevant education body (e.g. the managing or governing body of an educational establishment); member of the Environment Agency (e.g. member of a Water Customer Consultation panel); member of a board of prison visitors or a prison visiting committee.

6.4 The right to reasonable time off excludes those bodies defined in regulations under the Local Government and Housing Act 1989 to which restrictions apply for politically restricted posts.

6.5 Other periods of leave should be taken as part of annual leave.

6.6 **Jury Service**

An employee receiving a summons to serve on a jury must inform their Line Manager who will grant leave of absence unless exemption is secured. If the employee's absence from work would have a serious, adverse effect on an important aspect of the services or council's activities, the Service Director may provide a letter to this effect which the potential juror can then use to seek being excused from jury service.

6.7 An employee will get their normal pay while on jury service, which means they can't claim for loss of earnings from the court. However they might still be able to claim for things like travel and food though, so they should talk to the court officer.

6.8 **Attendance to Court as a Witness**

Leave with pay will be granted to employees who are subpoenaed by the Court to attend to give evidence as a witness in criminal cases which have no connection with their employment for the Council.

6.9 **Magistrates**

There is a legal requirement to allow an employee, who is a magistrate, reasonable time off work to carry out their duties. A magistrate is required to be in court at least 13 days (or 26 half days a year). A magistrate receives their rota well in advance, giving plenty of time to plan and agree time off. There is no entitlement to paid time off for this work, and the magistrate can claim an allowance from the court for loss of earnings. The Council will grant up to 5 days paid leave per annum for magistrate duties which are deemed to be public duties.

6.10 **Election Duties**

Employees will be supported to partake in Slough Borough Council election duties subject to the needs of each service and management approval. Employees will receive full pay and an additional payment determined by the Returning Officer for the Council.

7.0 **FOSTER CARERS SUPPORT LEAVE**

7.1 Slough Borough Council values the contribution to the community made by foster parents and the commitment of employees who provide foster care for children. An employee who is applying to become an approved foster carer may be granted up to a maximum of 2 days leave with pay (pro rata for part-time employees) and

employees who are approved foster carers may be granted up to a maximum of 2 days paid leave (pro rata for part-time employees) in any leave year.

7.2 Please refer to the Foster Carers Leave Scheme in Appendix 2 for details.

8 EMERGENCY LEAVE

8.1 Emergency Leave is **unpaid** and is intended to cover short notice, emergency situations and unforeseen events of no more than 1 or 2 days at most to deal with the immediate crisis. If an employee knows in advance that they are going to need time off, they should arrange this in advance with their manager, by requesting annual leave or flexi leave if appropriate. However, leave may be granted retrospectively depending upon the particular circumstances.

8.2 Under what circumstances can an employee take time off?
Below are examples of circumstances where an employee can take time off but this is not an exhaustive list:

If a dependent falls ill or has been involved in an accident or assaulted, including where the dependent is hurt or distressed rather than injured physically or when a partner has complications due to pregnancy, i.e. goes into false labour;

- To deal with an unexpected disruption or breakdown in care arrangements for a dependant, for example, when the childminder or carer fails to turn up;
- To deal with an incident involving the employee's child during school hours, for example if the child had been involved in a fight or is being suspended from school;
- To deal with a Domestic Crisis (e.g. gas leak, flooding).

8.3 How much time off?

In most cases, the amount of leave will be for one or two days at the most, but this will depend on individual circumstances. For example if a child falls ill, the leave should be enough to help the employee cope with the crisis – to deal with the immediate care of the child, visiting a doctor if necessary. The legal right only covers emergencies and is unpaid.

8.4 The employee should tell their manager as soon as possible about the need to take time off for an emergency incident. The employee should state the reason for the time off and how long they expect to be away from work.

8.5 Time Off for Dependents

Under Emergency Leave all employees may request to take a reasonable period of **unpaid time** off work to deal with an emergency involving a dependent. There is no qualifying period of service required.

8.6 Who is a Dependent?

A dependant is the employee's husband, wife, partner, child or parent or someone who lives with the employee as part of their family. For example, this could be a relative or grandparent who lives with the household. It does not include tenants or boarders living in the family home or someone who lives in the household as an employee, for example a live in housekeeper or au pair. When required to work,

employees are not allowed to bring children in to the workplace as they are not covered by our insurance. Alternative child care arrangements should be made.

9. PARENTAL BEREAVEMENT LEAVE AND COMPASSIONATE LEAVE

Bereavement Leave

- 9.1 There is two weeks' bereavement leave for parents upon the death of a child aged under 18. Please refer to the Parental Bereavement Leave Guidance in Appendix 4 for further details.

Compassionate Leave

- 9.2 Compassionate leave may be granted by the Manager on the following basis. Where clarification is required, advice should be sought from the Human Resources Business Partnering Team.

9.3 (a) Death

Death of a near relative, i.e. parent, husband, wife, partner, child, brother, sister, grandparent, grandchild, parent-in-law, daughter or son-in-law, death of a person standing in special relationship to the employee. Leave with pay will normally be restricted to a maximum of five working days in each instance. Exceptionally, in cases of special hardship, up to ten working days leave, with pay, may be granted in each instance. In considering applications individual circumstances are to be taken into account, e.g. responsibility for funeral arrangements, travelling (abroad) to funerals.

9.4 (b) Serious Illness

Serious illness of husband, wife, partner, parent, child, brother or sister or person standing in special relationship to the employee, residing with the employee or living independently. Up to five working days leave with pay may be granted. Exceptionally, in cases of special hardship up to ten days with pay may be granted in each instance.

10. TIME OFF FOR HOSPITAL / MEDICAL / DENTAL APPOINTMENTS

- 10.1 Wherever possible employees should seek to arrange hospital, medical and dental appointments in their own time i.e. outside their normal working hours or on non-working days. Appointments within working hours require manager approval for the planned absence. Normally time off for such absences must be made up if not covered by a statutory entitlement, see below.

- 10.2 If the hospital/medical appointment is not classified as disability leave, then the employee should discuss with their manager whether the time should be taken as sick leave, annual leave, or whether other working arrangements could be used to make the time up.

10.3 **Disability Leave**

It is recognised that employees with a disability may need time off in relation to their disability to attend treatment/medical/hospital appointments. It is essential that managers ensure that disabled employees are not unlawfully discriminated against for a reason which relates to their disability. Managers must take account of this when dealing with an absence due to an employees' disability. This will normally

include paid time off to attend hospital and medical appointments. Further guidance can be found in the Council's Managing Sickness Absence Policy [\(insert link\)](#). Advice can also be obtained from Occupational Health Services in relation to each individual case.

10.4 **Cancer Screening**

Paid time off will be granted to employees for the purpose of cancer screening. Screening involves testing people for signs of the disease. Examples of cancer screening include breast, cervical, testicular and bowel.

10.5 **IVF Treatment**

There is no statutory entitlement to paid time off for IVF treatment. However employees are encouraged to discuss the treatment process with their manager, Occupational Health and the Human Resources Business Partnering Team so that arrangements for paid or unpaid leave can be agreed on a case by case basis. All cases will be treated individually and confidentiality will be maintained at all times. It is recognised that there can be emotional pressure when undergoing IVF treatment and the Council recognises the potential anxiety and distress which individuals may suffer during the process, and wishes to support employees who decide to undertake fertility treatment, or whose partner is undergoing the treatment, as much as possible through the process. Absence resulting from the side effects of such treatment will not be classified as pregnancy related sickness absence. The sickness absence category should be discussed and agreed between the individual and the line manager. Pregnancy discrimination is prohibited under the Equality Act 2010 from the time when the fertilized ova are implanted into a woman to the end of her pregnancy, or, where implantation fails, for a period of 2 weeks from this date. Therefore this policy will apply in respect of pregnancy related illness during this period. Treating a woman who is undergoing IVF treatment unfavourably can amount to sex discrimination if it does not amount to pregnancy discrimination.

10.6 **Ante-Natal Care**

Employees (and Agency Workers with 12 weeks qualifying service in the same job as specified under regulation 8 of the Agency Worker Regulations) are entitled to paid time off during working hours to attend antenatal appointments. These may be with a GP or midwife, hospital clinics or appointments for scans and tests, or parent craft classes recommended by a GP or midwife.

10.7 As much notice as possible should be given about the appointments. Wherever possible these should be made for the beginning or end of the working day. Employees may be asked to produce appointment cards or some other confirmation of the appointment to show their line manager.

10.8 For Employees or Agency Workers who are parents of the expected child; the spouse or civil partner of a pregnant woman; living in an enduring family relationship with a pregnant woman or a potential applicant for a parental order under the Human Fertilization and Embryology Act 2008 are entitled to time off to accompany a pregnant women to antenatal appointments but up to a maximum of 2 occasions during the course of the pregnancy and on each of those occasions the maximum time off shall be 6.5 hours. The appointment must be made on the advice of a registered medical practitioner, registered midwife or registered nurse. The

Employee or Agency Worker must give notice of their application specifying that they have a qualifying relationship with the pregnant woman or expected child; the purpose of taking the time off is to accompany a pregnant woman to an antenatal appointment; the appointment has been made on the advice of a registered doctor, registered midwife or registered nurse and date and time of the appointment.

10.9 **Elective / Cosmetic Surgery**

Whilst there is no statutory right to paid sick leave for elective/cosmetic surgery, it is recognised that there can be emotional pressure when undergoing medical procedures which can impact on the mental health/wellbeing of the employee. Employees choosing to undergo such procedures should discuss the matter with their line manager in the first instance and agree how this time off will be taken / recorded (i.e. annual or unpaid leave). Managers should consider on a case by case basis.

10.10 **Transitioning - Transgender /Gender Reassignment**

Please refer to the Transgender Policy on SBCInsite and seek advice from the Human Resources Business Partnering Team.

11. **RELIGIOUS OBSERVANCE**

11.1 Slough Borough Council values the diversity of its workforce and the need to be able to meet their religious observance requirements. The Council will endeavour to meet requests from employees for religious observance, however, as it is a public service delivering front line services, due regard must be made when granting leave for religious observance to ensure that services are maintained effectively.

11.2 Employees wishing to take time off for religious observance are expected to take annual leave or flexi-leave to cover such periods of absence. Employees are expected to apply for leave for religious observance on Agresso, at the earliest opportunity. However, a longer period of notice would be helpful where the date of the festival is not fixed in advance. In this case employees should advise their line manager of the approximate date as soon as possible and be allowed to take leave with minimal notice thereafter. The longer period of notice would enable line managers to plan ahead and make any necessary arrangements for cover.

12. **VOLUNTEER LEAVE**

12.1 The Council supports employees who want to volunteer within the borough, recognising that this:

- Provides employees with an opportunity to gain new skills and experience
- Contributes employees' skills to the voluntary and community sector
- Generates a positive impact on the wider community in Slough
- Provides a good role model for other organisations and businesses in Slough.

12.2 Please refer to Appendix 3, the Volunteer Leave Scheme for details.

13. **SPECIAL CONSTABLES AND COMMUNITY FIREFIGHTERS LEAVE**

13.1 The Council recognises the benefit of giving time to help local communities and Slough as a whole. In recognition of this, one days paid leave per annum will be granted to Special Constables and Community Firefighters for training that cannot be taken outside of working time. Employees need to write to their Service Director to request this special leave, with the details, date and purpose of the training. The employee must provide as much notice as possible. If the leave is approved by their Service Director then it must be logged on Agresso for the line manager to approve.

14. STUDY LEAVE

14.1 For details in respect of leave to undertake study, please refer to the Learning and Development Policy [\(insert link\)](#).

15. MILITARY SERVICE Armed Forces Reservists

15.1 Under the Reserve Forces Act 1996 individuals may be mobilised on a voluntary and/or compulsory basis. In instances of voluntary call-up Slough Borough Council is required to give its consent before individuals can be released from their employment. Where the call-up is compulsory employers cannot refuse permission. Employees should notify their manager as soon as possible once they have received notification that they have been called up, irrespective of whether they are compulsorily mobilised or if they have volunteered.

15.2 Pay for active service as a member of the Reserve and Volunteer Reserve Forces is a matter for the MoD. There is no obligation for an employer to pay the individual. The individual will receive military pay plus a 'reservist's standard award' to cover shortfall in civilian earnings. Employees and managers should contact their HR Business Partner Team for advice in these circumstances.

15.3 a) Training
All Reservists are expected to attend the minimum training requirements. This consists of three main forms of training such as Weekly Training (2½ hours each week during the evening); Occasional Training Days (weekends spread through the year); and Continuous Training Period (undertaken on an annual basis over a continuous period of 15 days). The council has allowed additional paid time off to Reservists for the Continuous Training courses. Reservists returning back to the council may need to undertake relevant training or induction to regain or renew skills, knowledge and experience, if they have been absent for a significant period of time.

15.4 b) Pension Provision
An employee who is a member of the Local Government Pension Scheme (LGPS) or who has applied to be a member of the LGPS must, whilst on reserve forces service leave, pay their basic Pension contributions (and any additional contributions they may be paying to purchase added years in the LGPS in order to maintain their pension). If, and only if, during the period of leave their reserve forces pay equals or exceeds the pay they would have received if they had continued to be employed by the council. Their contributions would be due on the pay they would have received if they had continued to be employed in their employment, pension contributions are

simply deemed to have been paid and the service counts in full for pension purposes.

A person who is paying additional voluntary contributions (AVC) or Shared Cost AVC continues to pay those unless they opt to stop paying them. If, during the period of reserve forces leave the employee dies, attains normal retirement age or becomes incapable for health reasons of working efficiently in Local Government employment, they shall be treated as if they were in that employment at that time.

15.5 c) Return from Mobilised Service

The Reserve Forces (Safeguard of Employment) Act 1985 provides protection for a Reservist by making it unlawful for the Authority to terminate an individual's employment without their consent solely or mainly because they have a liability to be mobilised. On this basis employers are obliged to re-engage individuals within six months of the end of the military service in the occupation in which they were formerly employed and on terms and conditions no less favourable than those they would have enjoyed had they not undertaken the period of service. The right to re-instatement applies to Reservists called-up under a compulsory order and to reservists who resign in order to volunteer for military service. To qualify for the right of re-employment, the employee must submit a written application to the employer after military service has ended.

15.6 d) Status of the Employment Contract

The 1985 Act says that following a return from military service, individuals are entitled to formally apply to their 'former employer' for re-instatement in their job. This implies that the contract comes to an end and is revived upon re-instatement. However, if the contract is not brought to an end by either party (and assuming the contract is not frustrated), it will subsist during the period of military service. Therefore authorities are advised to reach an agreement with the reservist to either bring the contract to an end (preferably by mutual agreement) or to allow it to subsist.

15.7 e) Redeployment

In some circumstances redeployment may be sought due to redundancy or ill health of the Reservist. If the Reservist is offered alternative suitable employment and is dissatisfied with the offer the council must be informed in writing with reasons for refusal.

15.8 **Non Regular Forces**

Two weeks' paid leave will be granted to employees who are volunteer members of the Non Regular Forces (Territorial Army) and who attend summer camp. Line Managers have discretion to grant paid leave to undertake training additional to attendance at summer camp if the employee is unable to arrange for such training to be on days when they would not normally be working. To assist Directors in making a decision, the following National advice is reproduced below:
'Under the Reserve Forces Act 1996, volunteers may be required to undertake training for up to 16 days per annum (usually on Saturdays and Sundays). Territorial Army Units should be in a position to offer alternative dates and the onus is, therefore, on the officer to try to arrange for training to be undertaken in off-duty time. If this is not possible, the officer should furnish alternative dates to the council so that mutually acceptable dates for their absence may be found'.

16. SABBATICAL LEAVE

- 16.1 The Sabbatical Scheme is an Appendix to the Flexible Working Policy. The purpose of the Sabbatical Scheme is to allow employees an opportunity to take unpaid leave from their employment for an approved reason. This may allow an employee to broaden their experience, develop new skills or competencies through, for example, volunteering, research, study or travel or, to support the balance between work and family life. The intention is that employees keep up to date with work developments during their sabbatical and return to work at the end of the break.

17. TRADE UNION DUTIES AND ACTIVITIES

- 17.1 Officials of recognised trade unions have statutory rights to take a reasonable amount of **paid** time off to carry out their duties, while union members have rights to reasonable **unpaid** time off to participate in union activities. Union learning representatives and Union Health and Safety representatives are also entitled to reasonable paid time off. Time off is granted according to the needs of the service.

18. FAMILY RELATED LEAVE

- 18.1 Employees have a number of fundamental family-friendly rights in the workplace. These include the right to maternity leave, paternity leave, and adoption leave. Shared parental leave is available to parents and adopters of children. Parental leave is a type of unpaid leave that can be taken until the child's 18th birthday. All employees are given access to flexible working arrangements through the Flexible Working Policy.
- 18.2 The Council has a range of policies and guidance notes which provide information on statutory entitlements and options for new and existing parents.
- 18.3 For easy access and identification we have brought these together in this Family Friendly Suite.

Maternity: Full details are available on SBCInsite <http://sbcinsite/2150.aspx>

Paternity Leave: Full details are available on SBCInsite <http://sbcinsite/2177.aspx>

Adoption Leave: Full details are available on SBCInsite <http://sbcinsite/1074.aspx>

Parental Leave: Full details are available on SBCInsite <http://sbcinsite/2185.aspx>

Shared Parental Leave

Flexible Working Policy

Appendices 1 – 4

Buying Annual Leave

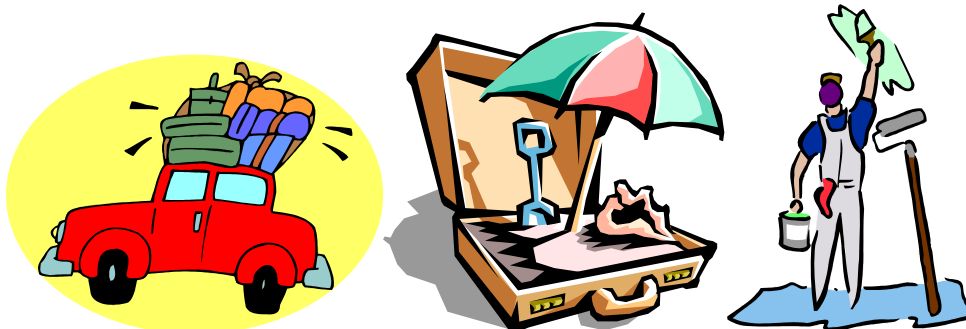
Foster Carers Support Leave

Volunteer Leave Scheme

Parental Bereavement Leave Guidance

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Purchase Annual Leave Scheme

Introduction

Extra holiday may appeal for all sorts of reasons – the chance to spend more time with family, for that special trip or event, or time to complete some special project.

All employees receive paid annual leave according to their contract of employment. If they work part-time, leave is on a pro-rata basis calculated in hours. Legally an employee must have 20 days annual leave (excluding bank holidays) per full year (pro rata for part time employees) and they cannot be paid in lieu for these days.

The scheme arrangements are totally discretionary – employees do not have a contractual right to buy.

The additional annual leave is unpaid, the cost of which will be deducted from an employee's salary over their annual leave year. This will ensure that the employee continues to receive a monthly salary, at a reduced rate to reflect the unpaid leave. Employment would not be broken during the unpaid leave period(s) and continuous service would be maintained.

Approval

Under this scheme an employee can submit a request to their Service Lead to purchase up to one week of their contracted hours on line via Agresso (the Council's self service system). This is subject to their Service Leads approval, as there will be budget and staffing implications to be considered for each Service. There is no guarantee that the amount of leave an employee wants to buy will be agreed. The Service Leads decision is final and there is no right of appeal.

Scope/Eligibility

This scheme applies to all Council employees, (with the exception of schools based employees) whether they are part time, part year, temporary or permanent irrespective of length of service.

This scheme is not available for employees who work term time only or

if sacrificing an amount of salary would result in the remaining salary falling below the National Minimum Wage/National Living Wage (NMW/NLW).

Conditions

Applications will be considered against the following criteria;

1. Impact on service provision
2. No detriment to work objectives and meeting key targets
3. Cover arrangements, including cost – should be cost neutral (no agency/overtime costs)
4. Impact on colleagues
5. Unless there are exceptional circumstances (e.g. where an employee's health may benefit from taking additional leave), employees are not able to buy extra leave if their sickness absence levels have triggered formal action under the Council's Managing Absence Policy and Procedure

The leave year runs from 1 April to 31 March. The maximum hours an employee can buy in a leave year is the total of their contracted hours per week (37 hours/5 days if full time).

Applications for buying leave will only arise once a year and must be made **by tbc** in order that arrangements can be put in place with payroll. The application form to purchase additional leave on Agresso will be open from 1 January to 28 February.

Once the application has been approved employees cannot change their mind and are committed to the change for the leave year.

Adjustments to pay

Purchasing additional leave is only available through a deduction from salary. This means that if an employee chooses to buy additional leave, an amount of their salary equal to the value of the additional days of leave they buy (spread over 12 months) will be deducted.

Once a purchase has been agreed, a deduction from the gross salary (pay before tax and national insurance) will be made. The additional leave is paid for through a reduction in gross salary equivalent to the salary for the number of hours leave being taken (see the calculation below).

The deductions for annual leave will commence in April.

As deductions will be taken from the individual's gross pay, tax and National Insurance will be slightly reduced, as they will be calculated based on the reduced salary. However pension contributions will be deducted as if the

normal salary has been paid which will ensure pension entitlements are unaffected.

The calculation will be based on the employee's hourly rate at the time their request is approved.

The calculation for buying holiday will be arrived at by:

$$\text{Basic annual salary} \div 52.1429 = \text{contracted hours per week}$$

All salary deductions must be completed within the current leave year.

If an employee changes their hours of work, adjustment may be required to the payment, dependent on leave that has been taken or not.

If the employee leaves the Council before the 12 monthly deductions have been made, they will be required to take their remaining leave and pay the remaining deduction in full. Any outstanding payments will be deducted from their final salary. If there are insufficient funds in their final salary, they would make a payment to the Council in respect of any outstanding deductions.

FREQUENTLY ASKED QUESTIONS

Does it impact on my pension?

No. Pension contributions are calculated on your actual annual salary.

I pay for car parking, can I ask for a reduction for the days I take the additional day's annual leave?

No. Currently car parking charges apply during your normal annual leave entitlement, these charges will remain during the additional annual leave period.

I am in receipt of state benefits, will purchasing annual leave have an impact on these?

Yes, as the purchase of annual leave is operated via a salary sacrifice scheme this will reduce your annual pay and therefore have an impact on your entitlement to statutory payments such as Sick/Maternity pay as well as other state benefits that you might claim.

Will I receive the additional annual leave each year?

The arrangement is a temporary agreement during the specified holiday year and will not roll over into subsequent years. If you wish to purchase additional leave in subsequent holiday years you will need to apply during the annual leave purchase window.

What if I cannot take the annual leave due to sickness absence?

If an employee is absent from work due to illness when the bought leave is due to be taken then, providing they meet the requirements of the sickness procedures, they can reclaim the leave. An alternative date to take the leave should be investigated.

What if I don't use the days I have purchased?

If you fail to take the purchased leave before the end of the relevant leave year the leave will be lost, with no reimbursement. There is no option to carry over leave. Managers and employees must ensure the additional leave can be accommodated prior to the manager's approval.

What happens to my annual leave if I leave the Council?

If you leave the Council before the 12 monthly deductions have been made, you will be required to take your remaining leave and pay the remaining deduction in full. Any outstanding payments will be deducted from your final salary. If there are insufficient funds in your final salary, you would make a payment to the Council in respect of any outstanding deductions.

Can I buy additional leave if I will be on unpaid leave or in receipt of a statutory payment?

No.

I have just started working for the council, can I apply?

You can only choose to buy additional annual leave when the application period opens. This is in February in preparation for the commencement of the new annual leave year in April. If you join us part way through the leave year, you will only be able to buy additional leave at the next enrolment period.

CARERS SUPPORT LEAVE SCHEME – to be referenced in Leave Policy

This scheme applies to employees with significant responsibilities that have a substantial impact on their working lives. These employees are responsible for the care and support of their children, relatives or friends who are older, disabled or seriously ill who are unable to care for themselves.

Carers Leave is available where an employee who has responsibility for children or close relatives is faced with an emergency, for example:

- sudden illness of either of the above, where arrangements for their care need to be made;
- a need to spend time with a child or close relative who is seriously ill;
- the breakdown of normal carer arrangements leading to serious domestic difficulties;
- the need to make longer term arrangements to cope with a care problem.

Scope

This scheme applies to all Council employees except those directly employed by schools.

Expectations of Managers and Employees

It is often easier for employees to talk about childcare responsibilities than to discuss caring responsibilities. Employees are not required to disclose to their line manager that they are caring for someone, but are encouraged to do so. This will help the line manager to provide appropriate support to the employee. Line managers should encourage employees to talk about their caring responsibilities with them whilst respecting the employee's confidentiality concerning this information. However, whilst some employees may want to talk about their caring responsibilities beyond the essential details, others will wish to keep the division between work and home more distinct. Line managers are encouraged to recognise that different individuals will be comfortable with differing levels of disclosure and will have varying needs in relation to both practical and emotional support.

Leave Provisions

Up to the equivalent of two working days may be granted as paid leave in a twelve-month period ((pro rata for part-time employees), though in exceptional circumstances, this can be increased with the agreement of the Service Lead. This is in addition to the unpaid emergency leave provision detailed in the Council's Leave Policy.

The amount of leave granted will be dependent on such factors as:

- the availability of other members of the family to contribute to the care required;
- the age of the child
- the level of support needs of the person cared for

Employees should consult their line manager as soon as possible about their request for carer leave.

Recording

Employees must request approval for Carers' support leave on Agresso, the Councils employee self service system.

Advice and support

The Council subscribes to the national Employers for Carers network, established by Carers UK, which provides information directly to both managers and employees about balancing work and caring for dependents. The Employers for Carers site can be accessed by following the link to register efcdigital.org using the Council's membership #EFC1769 when registering.

Many national and local charities and community groups will have online and face-to-face support for carers, enabling individuals to seek information and advice and make connections with others in similar circumstances. Some of the main charities that provide national support to carers, or who work with carers relating to specific issues, are:

- Carers UK: <http://www.carersuk.org/>
- Carers Trust: <https://www.carers.org/>
- Age UK: <http://www.ageuk.org.uk/>
- Mind: <http://www.mind.org.uk/>
- Alzheimer's Society: <https://www.alzheimers.org.uk/>
- Macmillan Cancer Support: <http://www.macmillan.org.uk/>

Slough Borough Council commissions Slough Council for Voluntary Services to deliver our local Carers Support Service www.sloughcarerssupport.co.uk or 01753 303428 which provides local information and advice help connect carers to local support. Carers are also encouraged to notify their GP surgery if they have caring responsibilities in order to access support. This includes information about local carers' support services, flexible appointment times, referral for a carer's assessment, access to a free flu vaccination and health checks to those aged over 45 years.

This is by no means exhaustive. Facebook groups, online message boards and other social media networks are increasingly ways in which support and advice can be found.

Employees can also access the Council's EAP support - [insert details](#)

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SLOUGH BOROUGH COUNCIL**REPORT TO:** Employment & Appeals Committee**DATE:** 2nd July 2020**CONTACT OFFICER:** Josie Wragg, Chief Executive**AUTHORS:** Surjit Nagra, Service Lead - People
Joe Carter, Director of Transformation

For all enquiries (01753 875788 ext. 5788)

WARD(S): All**PART I**
FOR INFORMATION**OUR FUTURES PROGRAMME – WORKFORCE UPDATE****1. Purpose of Report**

This report is an information report to update the Members of the Employment and Appeals Committee of progress in the Our Futures programme, since the note presented on 26th May 2020.

2. Recommendation(s)/Proposed Action

2.1 The Committee is requested to note the contents outlined in this report.

3. Supporting Information

3.1 Attached as Appendix A is the briefing note that was circulated to this Committee on 26th May 2020 by Surjit Nagra, Service Lead – People. This outlined the background to the launch of the Phase 1 Senior Management reorganisation towards a new Operating Model of the Council.

Just to remind the Committee part of the original delivery plan entailed creating a new operating model for the Council. This was prompted by rising demand for Slough's key services in the context of reduced Government funding. The business case also reflected the Council's ambition to be a 'world class' organisation, with a sustainable cost base and a 'one council' staff team.

4. Phase 1

4.1 The Council launched the senior team consultation for a reorganisation on the 3rd June 2020; this consultation will be open until the 15th July 2020. The full consultation programme has included engagement with trade unions, staff through a series of roadshows across the services and the Our Futures

Champions. Regular updates have also been presented to staff through updates on the Our Futures Programme update via internal communications. Members have also been kept abreast of developments through the Leader and Cabinet.

At the conclusion of the Phase 1 consultation process, full consideration will be made of all representations from staff and trade unions. Consultation response to the proposals is expected to be made in early August, which will be followed by a selection process to the new posts.

5. Phase 2

5.1 The phase 2 of the OF programme (formation of a new operating model) is a much larger programme affecting all staff below the Senior Leadership Team created in Phase 1. It is not anticipated that there will be large scale redundancies as the Council has vacant posts. Within Phase 2, as we have done in Phase 1, the Council is implementing a new 'job family' framework. This removes the need for individual job descriptions to be created and ensuring that there is consistency of terms and conditions across the council. The main thrust of this OD programme is also to centralise the business delivery operations of internal administration as far as is possible and to create a more robust front-end service for customer facing roles. The latter is intended to deal with the majority of first point of contact enquiries from our residents, after the initial offer of self-help via our online service portals. The Council has numerous enquiries from the public over a broad spectrum of services, it is anticipated that the bulk of queries will be dealt with by core advisors, with more specialist support being available for more complex interactions. It is typically anticipated that this model should support the Council in engaging with 80% of contact at the first point via online means, freeing up specialist and operational delivery professionals to concentrate on dealing with the more complex queries.

5.2 Job Families

Job Families have become increasingly popular across many sectors – please refer to Appendix A. A job family is a group of jobs with common features. Each job family contains a number of levels, each reflecting different job outputs, skills, knowledge and expertise. Although the level of responsibility, skill or competence required to do the work may be different, the essential nature of the work activities carried out and basic skills used are similar. The number of levels within each job family will vary, depending on the scope and range of responsibilities. Each of the levels in a job family corresponds to a grade and each has a role profile, there will no longer be individual job descriptions and supplementary targets will be set via performance management frameworks.

There are many benefits for developing job family frameworks, these include:-


- Allowing the Council to create a career development framework, linked to competencies

- Improving the way the Council describes jobs and measures results
- Providing a clear and transparent way to see roles consistently
- Helping to modernise the way we work – specifically creating flexibility and career enhancement opportunities
- Simplifying the overall job evaluation process and make savings on evaluating individual job roles
- Ensuring consistency across the Council, horizontally, vertically and diagonally, ensuring equity in pay
- Supporting workforce development, succession planning and career pathways

The Council has elected to take a generic job family approach to reduce the complexity that a functional job family would bring.


The proposal is that there are five job families described in the table below.

WHAT WILL SLOUGH'S JOB FAMILIES BE?




Customer Delivery

The **Customer Delivery** job family encompasses staff in customer-facing roles responsible for providing services to Council customers on a reactive basis (e.g. customer services). Individuals within this family will be equipped to resolve the majority of customer issues but will also be able to triage more complex matters to other families as required.




Operational Delivery

The **Operational Delivery** job family encompasses staff in customer-facing roles responsible for the delivery of the Council's "bread and butter" services to Slough residents and communities (e.g. repairs and maintenance, housing development, street scene, non-specialist social work).




Business Delivery

The **Business Delivery** job family encompasses staff in inward-facing roles that support the day-to-day corporate operation of the Council (e.g. administrative support, IT, meeting facilitation). This family also includes roles tasked with driving the ongoing improvement and development of the Council (e.g. data and insight, sustainability, partnership working).



Specialist Delivery



The **Specialist Delivery** job family encompasses staff who have developed a high level of specialist knowledge in a narrow subject field (typically demonstrated through the attainment of a professional qualification). These roles will have minimal direct interaction with customers (with the exception of those handling complex case-work). They will also have reduced operational management responsibilities relative to roles of the same seniority in other families.



Leadership

The **Leadership** job family encompasses SBC's most senior leadership personnel up to and including the Chief Executive, responsible for leading the operational delivery of the Council's strategic objectives.

The job families model also includes a small pool of **Advisory** roles. Individuals in **Advisory** roles will provide senior specialist advice directly to members of the **Leadership** family.

In addition, there will be a small pool of senior advisory specialists who will not be allocated to a job family; their remit is to provide high level expertise and advice to specific business areas.

5.3 Competency Frameworks

As part of the overall framework the Council will introduce a competency framework to support the organisational design and the job families and identify a similar framework for the rest of the Council to the Leadership Framework that is part of Phase 1 consultation (which will apply to senior leadership roles).

Details of this can be found at Appendix 2.

6 Agency Workers

Agency workers are not included in the main reorganisation of the Council and although Agency workers will have access to information about job roles, the Council will provide job access and redeployment opportunities to all permanent employees first. The Council remains committed to reducing reliance on agency usage that will form part of the work in the coming months. Agency workers will be welcomed and encouraged to apply for permanent vacancies after permanent employees have all been considered for roles.

7 Timescales

The Phase 1 timeline is already in action and the key dates are noted in the table below:

Consultation period	June 3 rd to July 15 th
Response to consultation	Early August
Selection to new posts NB Members of this Committee will be involved in recruitment to Executive Director posts as per the constitution.	Mid August

Phase 2

Preparation for Phase 2	Ongoing
Consultation period – anticipated	September to November
Implementation of proposals	December to March
Embedding and review	During the financial year 2021/ 2022

8 Costs and savings

Phase 1 will save the Council approximately £1m

Phase 2 will help to deliver towards the Our Futures savings target, approximately £4.3m. The majority of these savings will be made through the OD programme, from a reduction on agency revenue expenditure and revenue expenditure. Most of these savings will be achieved by efficiencies in managing processes and ways of working; this will not be achieved by large scale headcount reductions by redundancies. However, there are vacancies which will be reviewed and will, be taken out of the establishment where possible, the Council may also reduce headcount through redeployment into vacancies and through natural attrition rates.

There will be some redundancy costs which will be reported separately, as the costs emerge.

9. Background Papers

None

10. Appendices

Appendix 1 – Briefing note dated 26th May to EAC

Appendix 2 – Job Family Diagram

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Dear Employment and Appeals Committee Members

Our Futures Programme

I hope this briefing finds you all well and safe.

In these unprecedented times, while we work to establish the 'new normal', and in the absence of not having our EAC meeting in April, I wanted to ensure that you were informed of the progress of the Our Futures Programme. This is because there are staffing impacts which will be shortly launched and for you to be aware of the affect of this to your role on this committee.

This is to brief you, as a Member of the Employment and Appeals Committee, of progress in the above programme, which I trust you will find helpful.

Background

In April 2019 Cabinet approved business case for a transformation programme to deliver a new operating model for the Council. This was prompted by rising demand for Slough's key services in the context of reduced Government funding and changing customer expectations. The business case reflected the Council's ambition to be a world class organisation, with a sustainable cost base and a 'one council' staff team.

The above Cabinet report is at appendix 1, the business case at appendix 2.

The programme has three phases: A mobilise & design: April – Dec 2019; B implementation: Jan 20 – Mar 21; and C embed: Apr 21 – Mar 2. The programme is currently in the implementation phase, which has been slightly delayed by the C19 crisis.

In order to progress the programme effectively it is managed through 6 work streams, each led by a senior council officer, drawing on subject matter experts and supported by a project manager.

The 6 workstreams are: commerciality and traded services, operating model and process, digital and technology, localities and accommodation, people and organisation and statutory and local delivery partners.

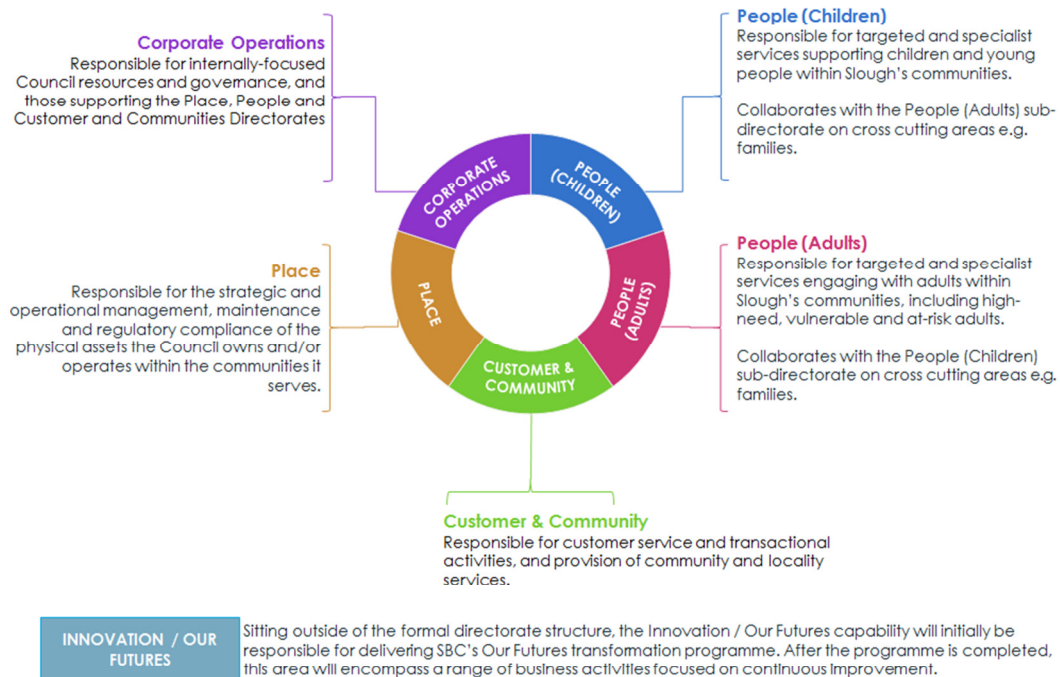
In March 2020 Cabinet received an update report (appendix 3). The report noted that a director of transformation had been appointed to drive the programme forward, significant investment had been secured to fund it, and the programme has been branded 'Our Futures' and launched at the annual staff conference.

People and Organisation

Within the People and Organisation workstream is a review of the Council's senior management structure, i.e. directors and service leads. The business case referred to the above and considered various options, which have been subject to detailed consideration by the corporate management team and a project group set up to take this forward. This project team is a sub set of the people and organisation work stream.

Senior Management Structure

As a result of the work referred to above, a new structure has been developed which will be subject to consultation by those affected. The proposal envisages a structure led by a chief executive, supported by 5 executive directors and 12 associate directors, (tiers 2 & 3) set out below.



Consultation

Before implementing a new senior management structure, the Council is required to consult recognised trade unions and those staff directly affected. It is planned to launch that consultation face to face and virtually (for colleagues that are not able to attend OH) on June 3, after which the formal consultation document will be sent to trade unions, each director and service lead. A draft copy of the consultation document is at appendix 4.

At the close of consultation on Friday 15th July, the Chief Executive and Director of Transformation will review the responses and make such amendments to the proposed structure as they consider appropriate, whilst maintaining the principles of the 'Our futures' project. They will then advise the affected staff during the week commencing 3rd August 2020 of any amendments and commence recruitment to the new structure.

Recruitment to New Structure

In January 2018 the Council agreed an 'organisational change' policy which sets out how it will deal with staff restructures. The policy aims to ensure that staff are treated fairly and in accordance with their employment rights, whilst minimising any compulsory redundancies. A copy of the policy is at appendix 5.

The policy envisages a series of options to fill the new posts, job matching, ring fenced interviews, restricted competition and external advertisement. It is planned that the recruitment process to the new roles will commence during the first 2 weeks in August. We will be coming to you to be involved in the Director interview process as members of this Committee.

Staff Support

It is recognised that being subject to a restructure can be unsettling for staff, especially given the efforts required to meet the Covid 19 emergency. Accordingly, the Council has made available support through engaging an external organisation, called Gallanach. Gallanach have provided group sessions to highlight how staff can manage the change process, lead through change they are themselves going through and have given one to one coaching sessions. There is further support that is being discussed to support the affected staff through the recruitment stage.

Future Update

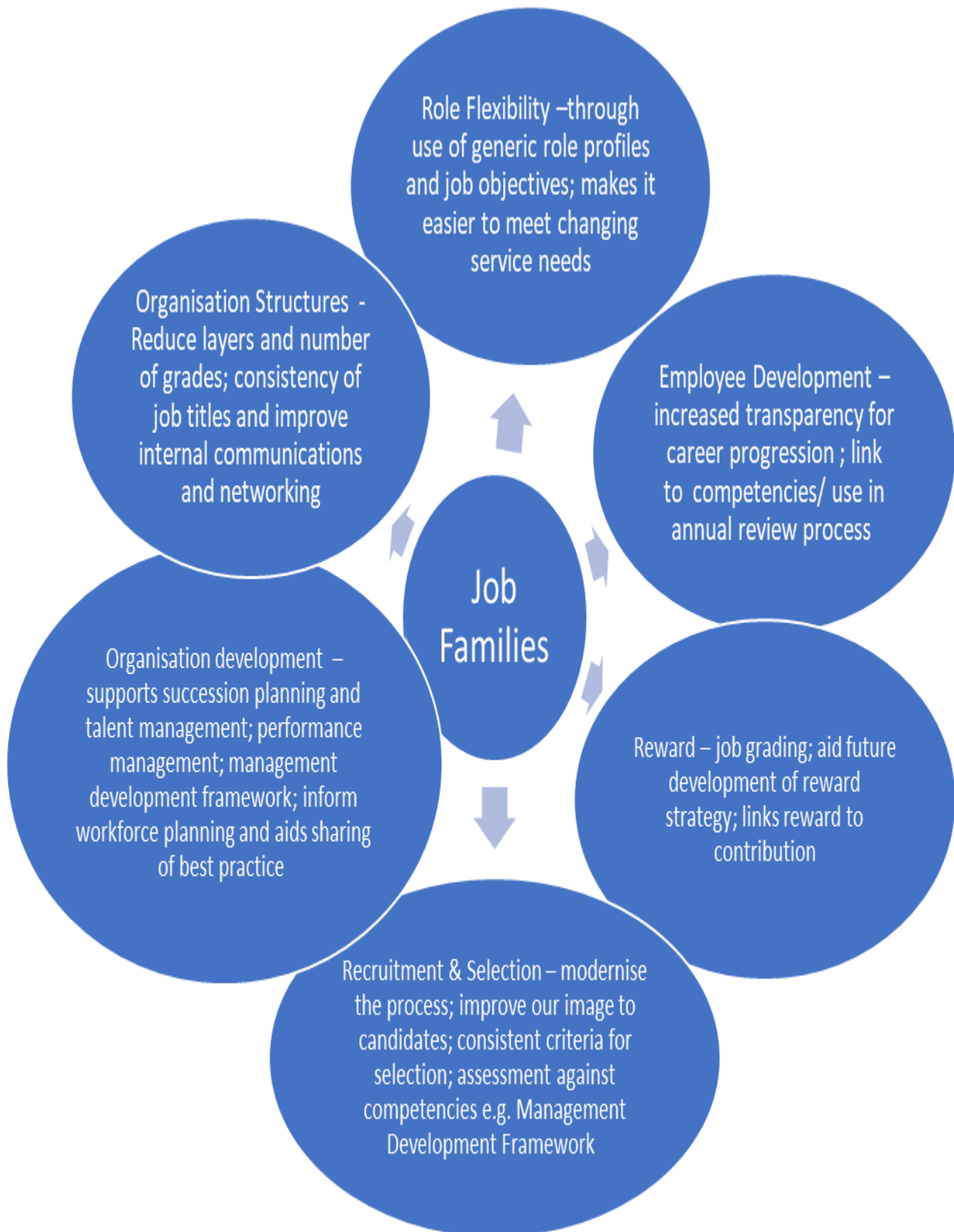
Members of the Committee will be updated on the progress of the above in July when consultation is complete, but before selection to the new leadership posts commences. In the meantime if you have any comments or questions, please contact me on 01753 875727. or via surjit.nagra@Slough.gov.uk

Surjit Nagra

Service Lead, People

Appendices in separate attachments

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Extract from Leadership Competency Framework.

Competencies are underlying characteristics that lead to superior performance in an individual's job. They include qualities, skills, attributes, and traits that help people be successful. Competencies go beyond the traditional focus on academic qualifications, technical skills, and experience, providing a framework for assessing and developing deeper-seated personal skills. Competencies are also capable of being developed in people rather than other traits that may be fixed and immovable.

Competency Levels

Each competency is broken down to levels, each of which gives an illustration of what the competency might look like. This is done because it is not as simple as either having or not having a competency – different jobs will require different levels of complexity of the same behaviour. The levels within the Leadership Competencies range from three to six levels.

It should be noted that the scales are cumulative. This means that if a level 3 is identified as the appropriate level for a particular role, it will be assumed that level 1 and 2 are also required.

Clusters

There are fifteen competencies (L1 to L15) and they are arranged in three clusters:-

- Personal Qualities (Values)
- Setting Direction (Leadership)
- Delivering Services (Outcomes)

Personal Qualities

The scale and complexity of the change agenda within the Council and the level of **accountability** means that leaders need to draw upon their personal qualities to see them through the demands of the job. Leaders need to role model and promote a positive “can do” sense of confidence. This will enable them to be shapers and **ambitious** for the council even in the face of significant challenges. Leaders require a high degree of self-awareness. They understand their own strengths and limitations, and always use failure or misjudgement as an opportunity for learning.

Leaders are motivated by wanting to make a real difference to people by delivering a high-quality service through **innovation** and by developing improvements to services. There is much at stake in leading Council services, so leaders need to bring a sense of the highest level of integrity to what they do that helps them be **responsive** and deliver to the best of their abilities.

Leaders need to be excited about working within and across the council and partner organisations to **empower** everyone to be at their best and contribute to their highest level of ability.

Setting Direction

Leaders of public sector organisations often work with uncertainty and ambiguity. A strategic insight is required to take radical actions, which may be needed to modernise

the organisation, and make it **responsive** to the needs of users. As well as adopting a strategic vision, leaders need to manage short and long-term priorities, especially where resources are finite. This requires an ability to display “big picture” thinking while paying sufficient attention to significant detail. Leaders also need to focus on **innovation** and continuous improvement by interpreting national policy directives and translating them into plans at a local level as well as keeping abreast of best practice within and outside the organisation.

Delivering Services

High performing leaders provide leadership across the council make things happen – to deliver service results. They work collaboratively within and outside of the council. They use a range of styles which challenge traditional organisational boundaries and ways of working and emphasis integration and partnerships. Leaders also need to be focused on articulating the vision with compelling clarity, keeping the focus on change and inspiring others to be positive in their support of service improvement. Leaders in the Council will work with and alongside a wide range of internal and external stakeholders. Effective Leaders must understand that truly collaborative working is essential and have strength of resolve that they can use in both holding others to **account**, as well as being held to **account**, for targets they have to achieve.

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Employment & Appeals Committee
DATE:	2 nd July 2020
CONTACT OFFICER:	Surjit Nagra, Service Lead, People
AUTHORS:	Surjit Nagra, Service Lead People Taran Panesar, Organisational Development Officer
WARD(S):	All

PART I
FOR INFORMATION**MEMBERS' DEVELOPMENT PROGRAMME 2020/21 UPDATE****1 Purpose of Report**

This report provides an update on the current work of the Members' Development Task and Finish (T&F) Group on revising the Members' Development Programme that includes meeting the corporate and individual learning and development needs of members.

2 Recommendation(s)/Proposed Action

The Committee is requested to note the contents of the report and to make any further suggestions for the Task and Finish Group to consider as part of the review of the Members' Development Programme.

3 Background and Supporting Information**3.1 Context**

The Council is committed to supporting members to carry out their different responsibilities and recognises the need to provide learning and development opportunities to help members undertake these. The new Members' Development Task & Finish group has been set up to develop a structured plan for members' development in response to the Council's corporate priorities to deliver 'Our Futures' transformation and to meet members' individual learning needs.

3.2 Members' Development Task & Finish (T&F) Group

Members' development is more effective when it is member-led. To that end, Cllr Sabia Akram (Deputy Council Leader and Portfolio Holder) and the Cabinet propose to set up a small cross party **T&F** group with three councillors supported by two senior officers with responsibility for overall co-ordination of members' development at Slough Council. The **T&F** group will be supported by the Council's Organisational Development Officer (Members' Development Lead) from the People Service.

3.2.1 The **proposed terms of reference** for the **Task & Finish Group's** were expanded at the inaugural meeting of the group to include the following (this shown in bold to the original text):

- (a) First amendment is additional sentence at end of the first bullet:
- Develop and implement an effective Members' development strategy and programme to ensure that members are confident in their public roles for the benefit of Slough residents. **Within this to recognise the experiences of Members in their role and to tailor the development accordingly.**
- (b) Second amendment is addition of a new bullet:
- **To ensure the work programme is aligned to the new ways of delivering training that includes a blend of classroom based sessions, interactive training, social and online methods such as e-learning modules, webinars, video and audio programmes.**

For transparency the original Terms of Reference are cited below:

- Develop and implement an effective members' development strategy and programme to ensure that members are confident in their public roles for the benefit of Slough residents.
- Review the current Members' Performance Review Framework to ensure that all members have regular dialogue with the Council/Party Leader to discuss their continuing professional development needs.
- Review the procedure for member development expenditure for learning events to ensure best use of resources (both financial and human) and equity across the membership.
- Monitor attendances at development activities/events – consider actions against individual members where this may be unsatisfactory, including disciplinary measures.

3.2.2 The **Members' Development Task & Finish Group** will cover matters affecting the Council which can include:

- Approving the annual Members' Development Programme and ad hoc events planned in response to key business priorities and supporting the transformation agenda.
- Set out clear responsibilities for members and officer/s to coordinate councillor development.
- Be advised by the OD Officer (Members' Development Lead) on any development opportunities for members and updates on members' development budget to ensure that spending is monitored and applied fairly and equitably to maximise benefits to the widest number of members as possible.
- Share learning and good practice experiences of other councils to encourage capacity building in the council to create a learning organisation

3.2.3 **Reporting arrangements** - the T&F Group will report to the Cabinet and CMT through updates from the Deputy Council Leader (Portfolio Holder) and Director of Finance & Resources. The standing items on each agenda would cover:

- Progress update on Member Development events / activities from the previous quarter and details of upcoming events / activities

- Monitoring of expenditure against the Members' development budget

3.2.4 **Membership** – the T&F group were proposed to have three members and three officers as indicated:

3 Members

- Chair of Employment & Appeals Committee – Cllr Safdar Ali
- Member from the opposition group – Cllr Kelly
- Cabinet Member for Governance and Customer Services and Deputy Leader of the Council – Cllr Akram

3 Officers

- Director nominated by the CE – Neil Wilcox
- Service Lead People – Surjit Nagra
- OD Officer (Members Development) to support the group – Taran Panesar

However, the group has been expanded to include further Councillors (Bains, Dar, Hulme and Sabah), so that we can capture learning from their experiences to date about the development offer. The group would need at least two members and two officers in attendance to be quorate.

3.3 Ongoing Members' Development Programme

3.3.1 Members' Development Programme Process

The Members' Development Programme aims to equip councillors with the understanding, knowledge and skills required to effectively carry out their various responsibilities with the principles and practice of achieving good corporate governance. The process in the Council for achieving this has been as follows:

- **Planning** - the Members' Development (MD) Portfolio Holder presents the plan for the annual Members' Development Programme to full Council in January of each year. Representatives of all political parties are invited to comment and sign off the programme before it is published in the Council's calendar.
- **Commissioning and delivery** - the People Service Lead is assigned to commission and deliver the programme from May in the current year to April of the following year within the financial envelope for each year.
- **Scheduling** - Directors and Cabinet Leads are supported by the OD Officer (Members' Development Lead) from People Service to plan, schedule and evaluate a programme of masterclasses each year facilitated by internal officers or external specialists.
- **Evaluation** - the Members' Development Portfolio Holder reviews attendances and the programme evaluation for each year to ensure it has fulfilled members' learning and development needs within the annual budget allocation.
- **Budget** – this is monitored by the Members' Development Portfolio Holder to ensure spending remains within the budget.

By and large this process has supported the purpose of members' development for the times but in the changing landscape of the future the Members' Development Task and Finish Group will need to keep it under review to ensure the strategy and programme remains effective.

3.3.2 Members' Development Programme from May 2019 to date

Since May 2019 to the present the following Members' Development masterclasses have been held:

3.3.2.1 Programme 2019/20

Date	Title
9 May	Welcome reception with the CE for new and re-elected Members
28 May	New councillor induction facilitated by South East Employers
22 May	Planning: the role of Members in development management - annual mandatory session for Planning Committee Members
5 June	Licensing - the Importance of Decision Making - annual mandatory session for Licensing Committee Members
13 June	Scrutiny - training for Members of Overview Scrutiny Committee and Members of the three scrutiny panels
23 Sep	Appeals Sub-Committee – training to update Members on the revised Home to School Transport Policy 2019-20
8 Oct	Transport Vision and Low Emission Strategy –briefing for Planning Committee Members

3.3.2.2 The following sessions had been planned between Oct 2019 and March 2020 but either deferred due to purdah (pre-election period) or cancelled due to Covid-19. These sessions will be reinstated as soon as possible.

Review of Council Tax Support Scheme - briefing for all Members
Prevent - Home Office briefing and Q&A for all Members
Corporate Parenting evening - annual session for all members
Safeguarding Children – understanding the journey of the child.
Safeguarding Adults – annual session for all members
Finance briefings – briefing paper followed by Q&A session

3.3.2.3 Programme 2020/21

Date	Title
26 May	Planning: the role of Members in development management - annual mandatory session for Planning Committee Members
4 June	Licensing - the Importance of Decision Making - annual mandatory session for Licensing Committee Members
1 July	Scrutiny - training for Members of Overview Scrutiny Committee and Members of the three scrutiny panels

3.3.2.4 The following needs have been identified for consideration in future Members' development training sessions:

Induction and refresher training covering the 'brilliant basics' - Council's vision & values, equality & diversity, finance, health & safety and code of conduct
Member-officer relations , including Council's general communication routes with members - in response to LGA Peer review
Customer Experience – follow up from Customer Experience Transformation Member Engagement meeting on 28.03.2019
Community Development Work related to Transformation agenda — Members and officers working together

Making Every Contact Count (MECC) Workshops in liaison with Public Health team
Chairing Skills – continuation from workshops in Oct and Dec 2018
Active Movement – in liaison with Public Health team
Member Resilience – in liaison with CE
Working Effectively with Partners in Localities - in liaison with CE
Soft skills – such as media communications, confident public speaking, resilience using mindfulness and report writing.
First Aid – to help in an emergency

3.3.2.5 Members need the flexibility offered by access to online learning resources. In the past this was provided by Learning Pool but this was replaced in October 2019 by Cornerstone, the Council’s new talent management system. E-learning courses specifically for councillors is envisaged to be provided through Cornerstone in the future.

4 Financial Implications

4.1 In 2019/20 the members’ development budget was £20,000 and £6,000 was spent. The underspend was largely due to cancellations following COVID-19. The budget for 2020/21 is £20,000.

5 Next Steps

The Committee is asked to support the valuable work that will be undertaken by the new Members’ Development Task & Finish Group and support its recommendations for a refreshed approach to the commissioning and delivery of a new Members’ Development Programme that will inspire and support councillors of all political parties to ‘live’ our values. The principles will inform the design of a structured plan for members’ development in response to the Council’s corporate priorities to deliver ‘Our Futures’ transformation and to meet councillors’ individual learning needs.

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MEMBERS' ATTENDANCE RECORD 2020/21

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	02/07/20	20/10/20	21/01/21	06/04/21
Ajaib				
Ali				
Bains				
Chaudhry				
Gahir				
N Holledge				
Hulme				
Mohammad				
Smith				

P = Present for whole meeting
Ap = Apologies given

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

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