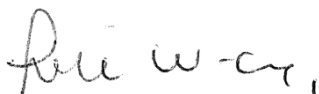


Date of issue: Friday, 2 July 2021

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Ali (Chair), Brooker (Vice-Chair), Basra, Bedi, Carter, Dhaliwal, Gahir, Qaseem and Smith)
DATE AND TIME:	MONDAY, 12TH JULY, 2021 AT 6.30 PM
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	SHABANA KAUSER 07821 811 259

NOTICE OF MEETING

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



JOSIE WRAGG
 Chief Executive

AGENDA

PART 1

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
APOLOGIES FOR ABSENCE			
CONSTITUTIONAL MATTERS			
1.	Declarations of Interest	-	-
	<i>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.</i>		
2.	Minutes of the Meeting held on 6th April 2021	1 - 4	-

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

SERVICE IMPLEMENTATION ISSUES

3.	Gender Pay Gap	5 - 14	All
4.	Temporary Workers	15 - 22	All
5.	The Slough Academy Update	23 - 26	All

ITEMS FOR INFORMATION

6.	Our Futures Programme - Workforce Update	27 - 28	All
7.	Date of Next Meeting - 19th October 2021	-	-

Press and Public

Attendance and accessibility: You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

Webcasting and recording: The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

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

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

Employment & Appeals Committee – Meeting held on Tuesday, 6th April, 2021.

Present:- Councillors Ali (Chair), Ajaib, Bains, Chaudhry, Hulme, Sabah (from 7.05pm) and Smith

Apologies for Absence:- Councillors Gahir and Sandhu

PART 1

29. Declarations of Interest

None received.

30. Minutes of the Meeting held on 21st January 2021

Resolved – That the minutes of the meeting held on 21st January 2021 be approved as a correct record.

31. Pay Policy Statement Update 2021/22

The Associate Director, Customer, provided the Committee with details of revisions to the Pay Policy Statement (PPS) for the financial year 2021/22. The Localism Act 2011 required Local Authorities to prepare a PPS which covered a number of matters concerning the pay of the authority's staff, principally Chief Officers. It was noted that the PPS would need full Council approval following which it would be published to the Council's website.

Following the recent announcement of a public sector pay freeze, a Member asked for information regarding the impact of this on staff. It was explained that details of the public pay increase/freeze had not yet been finalised and although it was anticipated that there was likely to be an impact on staff it was too early to assess at this stage and that an update could be provided at the next Committee meeting.

Details of the number of staff who were acting up or in secondments at Head of Service level or above were requested. The Associate Director, Customer outlined that Phase 2 of the Our Future transformation programme was underway and that information regarding this specific issue would be included in a future report. Clarification was provided on the pay levels provided to staff dependent on whether the role they were assuming was in an acting up or secondment capacity.

The Committee agreed that the PPS be recommended to Council for approval.

Recommended to Council - That the Pay Policy Statement 2021/22 be approved for publication.

Employment & Appeals Committee - 06.04.21

32. Apprenticeship Policy

The Slough Academy Manager provided the Committee with an overview of the Apprenticeship Policy. The policy detailed how to develop and offer business driven apprenticeship opportunities within the council and recruit new talent into the organisation where appropriate. The policy had been reviewed by the Employment Engagement Forum, Corporate Consultative Forum and the People Service Senior Management Team.

A range of questions were asked including why the percentage of apprenticeships provided to individuals with learning disabilities was lower than the national average. It was explained that this was dependent on individuals sharing information of this nature with the Council. However, inclusivity remained a priority and measures taken to improve this included ensuring it was prominently highlighted in relevant adverts. Referring specifically to encouraging looked after children to participate in the apprenticeship scheme, the Committee were informed that discussions were ongoing with the Children's Trust; details of which would be reported to the next meeting.

(Councillor Sabah joined the meeting)

The Chair commended officers in developing a policy where 75% of individuals were likely to stay with the Council and 100% developed transferrable skills.

Resolved – That that Apprenticeship policy as set out in the appendix to the report, be approved and published.

33. Our Futures Programme - Workforce Update

The Committee were provided with an update regarding the implementation of the Phase 2 of Our Futures transformation programme. The Phase 2 consultation was launched on the 4th November 2020 and closed on the 21st December 2020. Following the consideration of all the responses by Executive Directors and Associate Directors with the Chief Executive, a consultation response was issued in January 2021. The council was currently implementing the outcomes of the consultation. All at risk staff had priority to be considered for all vacant posts and continued to be presented with any new opportunities that arose. The use of interim staff was also being looked at with a view to giving those individuals an opportunity to work for the council on a permanent basis.

Clarification was sought relating to why there had been a delay in implementation of the new business model going live from 1 April 2021 and explanation as to why staff who had been made redundant were able to apply for other vacancies across the organisation. The Associate Director, Customer stated that logistical challenges had meant that the programme had slipped and that it was a statutory requirement for staff who had been made redundant to be given an opportunity to apply for alternative posts.

Employment & Appeals Committee - 06.04.21

Concern was expressed relating to the savings targets identified for both Phase 1 (£2m) and Phase 2 (£3.2m) of the programme and whether these were achievable; especially given that they were a key element of the Medium Term Financial Strategy as agreed at the budget council in March 2021. Furthermore, there would potentially be a significant impact on delivery of services by the Council should these saving targets not be realised. It was noted that the situation was currently being monitored and detailed financial information with regard to the programme would be presented at the next meeting.

Resolved - That details of the Our Futures Programme – Workforce Update be noted.

34. Members Attendance Record 2020/21

Resolved – That details of the Members Attendance Record 2020/21 be noted.

35. Date of Next Meeting - 15th June 2021

The date of the next meeting was noted as 15th June 2021.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.24 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment and Appeals Committee **DATE:** 12th July 2021

CONTACT OFFICER: Christine Ford, Diversity and Inclusion Manager
(For all enquiries)

WARDS: All

PART I
FOR COMMENT AND CONSIDERATION

GENDER PAY GAP

1 **Purpose of Report**

To present to the Committee the 2020 Slough Borough Council statutory gender pay gap figures and report for review and comment.

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

That the Committee note the independently calculated and verified results of the 2020 gender pay gap for Slough Borough Council employees and proposal to develop a new action plan.

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

(a) Reducing inequalities and promoting improved outcomes for all groups relates to all aspects of the Slough Joint Wellbeing Strategy’s priorities.

(b) **Five Year Plan Outcomes**

Reducing inequalities and “closing the gaps” is a cornerstone of the vision expressed in the Five Year Plan. Maintaining a committed, talented and inclusive workforce is central to delivering the Five Year Plan Outcomes.

4 **Other Implications**

(a) **Financial**

There are no financial implications of the proposed action in terms of allocated budgets.

(b) **Risk Management**

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Compliance with Gender	Legal challenge of non-	Gender Pay Gap has been		

Pay Gap Reporting	<p>compliance with duty to report gender pay gap.</p> <p>Inequality in the workforce can affect recruitment and retention of staff</p> <p>Can help identify any potential areas of indirect discrimination</p>	independently audited and verified as accurate and compliant, based on all currently available payroll data.		
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(c) Human Rights Act and Other Legal Implications

It has been a statutory duty for the council to publish its gender pay gap annually from March 2018. Enforcement action was suspended in 2020 due to the COVID-19 Pandemic and has been further extended in 2021.

(d) Equalities Impact Assessment

The obligation for organisations to calculate and publish the differences between what women and men earn, on average, in their workplaces provides transparency; it aims to promote inclusion and gender equality in terms of pay. No negative equality impacts are identified. Previous action plans have been subject to an EIA and any future actions which are developed as a consequence will be subject to an EIA.

Workforce

The council is committed to being an inclusive employer, attracting and retaining a talented and committed workforce from all backgrounds. It is also committed to promoting gender equality and reducing the gender pay gap where possible.

5 Supporting Information

- (a) All organisations employing more than 250 staff are required by law to publish their gender pay gap annually. SBC has met this obligation each year, including in 2019/20, when the government suspended enforcement action on any organisation which did not report by the March deadline, due to the emerging COVID-19 pandemic. As a consequence only half of eligible organisations submitted data in 2020 and there is mounting concern that lack of public scrutiny on gender pay gaps will hamper gender equality going forward. In February 2021, it was announced that there would be a further 6 month extension on the reporting of the 2020/21 gender

pay gap until 5 October 2021. Whilst no enforcement action will be taken for non-compliance before this date, organisations are still encouraged to publish their pay gaps and remain committed to progressing gender equality.

- (b) Overall gender equality is a strength at SBC and we have reported a lower than average pay gap in the past. The council employs more women than men in all pay quartiles and in the last staff engagement survey (Oct 2020), 70% of respondents agreed that there was gender equality for staff. However, as is the case in many organisations, women remain under-represented in the most senior positions and gender occupational segregation can still be seen in some areas. As a council it is essential that we remain fully committed to calculating and publishing our gender pay gap figures as this is crucial in promoting wider diversity and inclusion in the workplace.
- (c) As we go on to understand the long -term impact of the pandemic on our staff, it becomes even more important to collect and report such data in a transparent way. There is growing evidence that the impact of the COVID-19 pandemic has increased the gender pay gap in the UK: indeed, it is likely to have a devastating impact on gender equality in the workplace in the longer term. Women are more likely to be employed in sectors (retail, leisure, hospitality) that have been severely affected by economic restrictions. They are also more likely to have been impacted by school closures and other caring responsibilities, resulting in them reducing hours or leaving the labour market entirely.
- (d) The workforce transformation programme will also impact future GPG figures. The impacts of Phase 1 will be seen in the 2021 figures, with the impacts of Phase 2 seen from 2022.
- (e) 2020 Figures (please see Appendix A for full report)

These calculations have been externally audited by RSM (HR) Ltd. The figures show that on mean average, women **earn 10 % less than men**. This is an increase in the mean pay gap from last year (3.1%). The median average has remained at negative value of -3.1%, **meaning that women’s median pay rate is higher than that of men’s**. This gap has slightly increased in favour of women from last year (-2.8%).

Mean gender pay gap %	10 %
Median gender pay gap %	-3.1%

In real salary terms:

- Mean male hourly rate: £18.62
- Mean female hourly rate: £16.75
- Median male hourly rate: £14.93
- Median female hourly rate: £15.39

- (f) Important actions have been taken in the past 3 years. These include the establishment of an SBC Women’s Network, quarterly reporting of diversity and recruitment statistics to the Corporate Management Team, and the introduction of “blind” recruitment processes at all levels (where candidate details are removed at shortlisting stages). Throughout the pandemic, HR policies and advice has been constantly evolving to support all staff. The council has sought to support its employees to balance the many demands of working from home, caring and home-schooling. It is also recognised that new, agile and flexible ways of working are welcomed by the majority of staff and this will be continued once we come out of the pandemic, enabling more opportunities and improving well-being.
- (g) The council is in the final stages of a major transformation programme and staff restructure. This will impact on future gender pay gap figures and it will be important to understand the opportunities to improve gender equality, and the final impacts on gender representation at all levels within the organisation
- (h) A new gender pay gap action plan will be developed, taking into account the impact of the transformation programme as this draws to a conclusion.
- (i) The gender pay gap figures will be published on www.slough.gov.uk and also on the national gender pay gap website <https://gender-pay-gap.service.gov.uk/>

6 **Comments of Other Committees**

None

7 **Conclusion**

SBC is committed to gender equality and our gender pay gap figures show a negative median gap in favour of women. However, the mean gap has increased and there continues to be under-representation of women in the most senior roles. Whilst many positive actions have been developed to support the female workforce during the past 12 months, these need to be continued and developed as we emerge out of the pandemic and commence our new operating model.

8 **Appendices Attached**

‘A’ - 2020 Gender Pay Gap Report

9 **Background Papers**

1. Five Year Plan

Slough Borough Council Gender Pay Gap Report 2020

Introduction:

In 2017, the government introduced legislation that made it statutory for organisations with over 250 employees to report annually on their gender pay gap. The gender pay gap shows the difference in average pay between all men and women in a workforce. It is different to *equal pay* – that is men and women being paid the same amount for the same or comparable work. It is unlawful to pay people differently for work of equal value because of their gender.

The legislation requires us to look specifically at the mean and median **hourly** pay rates, based on full time equivalent salaries. This takes into account actual annual salary wage gaps based on part-time working (most part-time workers are women). The gap reported is the percentage difference between men and women – the gender pay gap. The mean and median gender bonus gap, the proportion of men and women receiving a bonus and the proportion of men and women in each pay quartile are also reported as part of the requirements.

The figures are based on the payroll snapshot date of **31 March 2020**. They have been independently calculated and verified by RSM Employer Services Ltd and are based on all obtainable payroll data available to us for analysis, as per the regulations. The figures only relate to directly employed staff of Slough Borough Council. Agency workers, self-employed consultants etc. are not included as per the reporting regulations.

Gender Pay Gap Figures: Mean and Median gaps

The figures show that on mean average, women **earn 10 % less than men**. This is an increase in the mean pay gap from last year (3.1%). The median average has remained at negative value of -3.1%, **meaning that women's median pay rate is higher than that of men's**. This gap has slightly increased in favour of women from last year (- 2.8%).

Mean gender pay gap %	10 %
Median gender pay gap %	-3.1%

In real salary terms:

- Mean male hourly rate: £18.62
- Mean female hourly rate: £16.75

- Median male hourly rate: £14.93
- Median female hourly rate: £15.39

Typically, when the median is lower than the mean, there are major outliers in the high end of the distribution. 2020 saw an increase in the mean average pay gap to 10%. However the median average pay gap has been maintained (<0.5 variance with last year at -3.1%). We can see this reflected in changes in the actual hourly rate averages: in 2019 the male mean hourly pay rate was £18.42 compared to the female hourly rate of £17.85. However, this year the male mean hourly pay rate was £18.62 compared to the female hourly rate of £16.75 (from these figures it is evident that not only has mean average male pay increased slightly but the female mean average hourly pay rate has gone down (leading to a widening of the gap)).

Bonus Pay Gap:

The council does not pay performance -related bonuses. Small payments (£250 and £500) are offered as long term service awards (20 and 30 years service respectively). In the period 1 April 2019- 31 March 2020, a small number of staff (25 people, 1.8% of workforce) were in receipt of these.

Mean bonus gender pay gap %	-12.5%
Median bonus gender pay gap %	0 %
Males receiving a bonus payment %	0.9 %
Females receiving a bonus payment %	2.3 %

Distribution of Male and Females Employees in Salary Quartiles:

The quartile analysis below shows that females continue to outnumber males in **all** pay quartiles. However, there have been some fluctuations:

1. The Upper Middle quartile and Lower Middle quartile has remained broadly similar to last year
2. There are fewer females in the Upper quartile compared to last year (58.3% 2020vs 60.6% 2019)
3. There are fewer females in the Lower quartile than last year(58.8% 2020 vs 65% 2019)

The main organisational factor that is likely to have influenced this is the increase in staff headcount: total headcount increased from 1055 fully paid relevant employees in March 2019 to 1301 in March 2020 (when the GPG snapshot date is taken). This can be explained by the transfer back in house of around 200 staff who had been previously employed with an outsourcing partner.

This transfer of staff back into the organisation comprised more women than men largely in the lower to middle salary bands, thus impacting on the mean average hourly rate for females. This is coupled with a small increase in males in the upper quartile and a decrease in women in the upper quartile, impacting on the mean average.

The median average has remained very similar and increased the gap slightly in favour of women, reflecting that this metric is less influenced by outliers and as such, movements at either end of the pay spectrum.

The proportion of males and females in each quartile band

Males and females in the quartile pay bands; upper (U), upper middle (UM), lower middle (LM), lower (L)	Bands	Total no. employees in band	Females (%)	Males (%)
	U	326	58.3	41.7
	UM	325	67.1	32.9
	LM	325	60.9	39.1
	L	325	58.8	41.2

Current Positon – impacts of organisational change:

In the summer of 2020, the council embarked on an organisation-wide transformation project, starting with a complete restructure of senior management positions, including reductions in the number of posts above £70,000. This, and the subsequent restructure of the entire workforce (still ongoing), will impact on future gender pay gap figures. The table below shows the current salary distribution as of March 2021.

Salary Band	Female	Male	TOTAL
£15,000 - £19,999	47	22	69
£20,000 - £29,999	371	240	611
£30,000 - £39,999	265	123	388
£40,000 - £49,999	71	48	119
£50,000 - £59,999	48	27	75
£60,000 - £69,999	3	2	5
>£70,000	5	11	16
TOTAL	810	473	1283

As of March 2021 there is still some recruitment outstanding in Senior Leadership roles: however, it is clear that women remain under-represented in this cohort. More widely, whilst women outnumber men in all salary bands up to £70,000, across the

council there are a very wide range of job roles and occupational segregation persists in some sectors, with traditionally female-dominated sectors, such as care, still being subject to low pay. Women are still much more likely than men to work part-time, and this is known to negatively impact pay progression.

Organisation restructuring is ongoing and will impact on every level of the organisation. It is due to be concluded in the second quarter of 2021.

Conclusion:

SBC continues to attract and retain women into its workforce. More women than men apply to the council at almost all salary levels; however, some occupational gender segregation does still exist in some areas. The workforce profile is around 2/3 female. Commitment to gender equality is strong and in the 2020 staff engagement survey, 70% of respondents agreed that there was gender equality at the council. Commitment to transparent and fair pay at all levels is reflected in our lower than average mean gender pay gap and negative median pay gap figures. However, 2020 did see an increase in the mean average gap and in common with many organisations, men still outnumber women in the most senior pay grades of the council. The causes of the gender pay gap are complex and we continue to use both feedback from staff and HR analytics to understand the key issues in our organisation. The gender pay gap action plan will be refreshed and updated to take into account this and other research into effective interventions to improve gender equality in the workforce.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 12th July 2021
CONTACT OFFICER: Surjit Nagra, Associate Director - Customer
AUTHORS: Dipak Mistry, Employee Relations & Policy Manager
(For all enquiries) (01753) 875472
WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

TEMPORARY WORKERS

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 workers.

2 Recommendation(s)/Proposed Action

The Committee is requested to resolve:

- a) That the actions from the last meeting be noted in section 6
- b) That the report and its contents be noted.

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

The provision of temporary workers 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.

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 workers necessary to deliver these outcomes when permanent workers are not available, or specialist skills are required. This continues to be closely monitored as we embed the new operating model.

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

In the last report it was stated the Council will expect to generate savings of circa £110k per year from the Matrix contract; SBC continues to work towards this target, overall, the council has achieved £186,337 in this quarter. The continued work towards savings is being generated from reductions in agency fees, related admin fees including National Insurance, Pensions and Apprenticeship Levy charges in relation to the agency worker.

(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 Matrix Contract Management

In June 2020, the council's recruitment of agency staff was awarded to Matrix SCM to manage a Matrix Hybrid contract to manage the supply of temporary agency workers to the council. Matrix SCM acts as our supply chain partner and has developed relationships with a range of agencies, locally and nationally, so that we can source the right temporary staff at the right time and at competitive rates.

Agency workers are sourced through this contract both for covering temporary needs i.e. to cover maternity leave or long term sickness or for procuring specialist skills to undertake specific projects i.e. the transformation programme.

The contract is managed in line with the agreed key performance indicators outlined in **Appendix 2 - KPI Summary of performance (see page 6 below)**. Monitoring meetings are held with Matrix monthly to ensure review of compliance; with the KPI against our contract this includes discussion on KPI 'measures as outlined in **Appendix 2**; review of specific challenges in hard to recruit roles or those requiring specialist roles. In the meeting discussions are focused on reducing fees by transferring agency workers to CDL contracts to further reduce fees and where roles could be converted to fulfil permanent approved vacancies, where savings can be explored.

Data from monitoring meetings with Matrix is shared with HR Business Partnering team to explore with directorates the need of agency usage and to consider benefits of alternative options vs agency usage and business need.

In this quarter all the KPI's were achieved with the exception of Early Years (65%). This was due to the main supplier voluntarily withdrawing from Matrix due to non-compliance of contract. This was addressed in the contract meeting held in March and June 2021. The KPI's were all 100% achieved.

Appendix 3 – Job Categories (page 7), includes numbers of supplied. **Appendix 4 (page 8)** - provides specific types of roles of temporary workers the services and Directorates, with highlighted hard to recruit roles.

6. Action points from meeting in January 2021

No action points were raised

7. Statistics and Key Trends

Committee Members are provided in **Appendix 1 (see page 5 below)** statistics relating to the usage of temporary labour. The emerging themes are the total spend in this quarter is £3.4 million, which is a decrease of £ 84,452, but £10,174 less than previous quarter. The total hours of 3,011 are 75 hours reduction compared to the last quarter.

The key outliners were Finance & Resources; Adults (Operations); Place and Development and Regeneration Directorate who have made significant combined savings of £160,359.

However, **Appendix 1** (page 5 below) shows Finance and Housing services have despite savings, have had an increase in agency spend since last quarter due to increase in activity related to the current financial position of the council. Overall, the council has achieved £186,337 which is a 5.29% saving and increases of 0.39% in total savings, compared to last quarter.

The above landscape in savings trend will continue as a number of agency contracts are coming to an end and this is expected to be evident in the next quarter.

Further work continues with each directorate to provide business cases to engage or renew request for agency workers. These requests through a business case are subject to scrutiny by Executive Management Board before approval is granted.

8. Matrix project-efficiency saving project

The above work continues with each directorate and negotiations continue in particular with People (Adult's) encouraging agency workers to move onto permanent vacant positions or to move to Client Direct Limited's (CDL). To date, 15 workers have transferred to CDL in the last quarter. Key challenges include the reluctance and longevity of the agency worker relationship.

9. Appendices

Appendix 1 – Usage of Temporary Workers and total spend

Appendix 2 – KPI Summary of performance

Appendix 3 - Job Categories

Appendix 4 - Summary of specific types of roles of all temporary workers

10. Background Papers

None

Appendix 1 - Total Agency Spend – June 2021

Directorate/Department	Total Hours	Timesheets	Average PAYE Pay Rate	Client Net	Previous Quarter Differences	Total Net Savings	Savings (%)
Adults and Communities	20,135	638	£26.01	£716,952	-£177,687	£37,481	4.97%
Chief Executive	1,075	41	£70.72	£101,065	-£37,463	£10,776	10.65%
Children, Learning and Skills	9,323	404	£18.22	£230,778	-£90,036	£11,222	4.80%
Finance and Resources	31,435	945	£34.65	£1,449,739	£96,068	£78,340	5.31%
Housing Revenue Account	1,624	53	£27.06	£57,574	£6,871	£3,162	5.47%
Place and Development	23,109	696	£16.37	£511,901	-£21,312	£23,869	4.64%
Regeneration	6,987	234	£42.71	£406,758	-£42,716	£21,488	5.19%
Grand Total	93,687	3,011	£27.52	£3,474,767	-£266,275	£186,337	5.29%

Appendix 2 - KPI Summary of performance

Measurement	Target Service Level	Frequency of Activity/Monitoring	June -21
The Service Provider will fill all Assignments where CVs are not requested to the specified timescales	98.00%	Monthly, based on a rolling quarter	100% excluding Early Years 65%
Urgency	Timescale		
Within 4 hours	Within 30 minutes		
Within 24 hours	Within 1 hour		
Within 3 working days	Within 4 hours		
Otherwise	Within 48 hours		
Percentage of roles where number of accepted CVs requested is matched by number of CVs supplied by the Service Provider	98.00%	Monthly, based on a rolling quarter	100%
Percentage of assignments where there is supply of a suitable Temporary Worker, accepted by the Hiring Manager	98.00%	Monthly, based on a rolling quarter	100%
Percentage of appointed Temporary Workers completing the assignment	90.00%	Monthly, based on a rolling quarter	100%
The Service Provider will satisfactorily close all complaints within 28 working days of receipt.	100%	Monthly from start of contract	100%

19 orders completed, 2 on-hold, 8 open, 1 support worker natural end in May

Appendix 3 – Job Categories

Job Category	Orders	CV Submissions
Admin & Clerical	4	16
Education including Early Years	6	16
Executive	7	76
Management	1	1
Marketing	1	2
Social & Healthcare Non-Qualified	1	53
Grand Total	20	164

Appendix 4 – Summary of specific types of roles of all temporary workers

Job Title	Job Category	Services	Directorate
Support Worker (Level 2)	Social & Healthcare Non-Qualified	Adult Social Care Operations	People (Adults)
Admin officer (Level 4)	Admin & Clerical	Children, Learning and Skills DSO Adult Social Care Operations	People (Children) Place People (Adults)
Customer Service Advisor (Level 4)	Admin & Clerical	Customer	Customer and Communities
Sustainable Travel Officer	Admin & Clerical	Major Infrastructure Projects	Regeneration
Interim Primary School Improvement Consultant	Admin & Clerical (Level 10)	Early Years & Prevention	People (Children)
General Support Assistant	Admin & Clerical	Children, Learning and Skills	People (Children)
Customer Service Advisor (Level 4)	Admin & Clerical	Customer Services	Customer & Community
Early Years Practitioner	Education including Early Years	Children, Learning and Skills	People (Children)
Commissioning Professional -SEND	Executive	Adult Social Care Commissioning	People (Adults)
Consulting Project Manager (Level 9)	Executive	People	Corporate Operations
Interim IT Lead (Scale _)	Executive	IT	Corporate Operations
Interim Office Relocation IT Lead	Executive	IT	Corporate Operations
Principal Accountant (Level 9)	Executive	Finance	Corporate Operations
Finance Business Partner	Executive	Finance	Corporate Operations
CONTACT TRACER COVID-19	Social & Healthcare Non-Qualified	Public Health	People (Adults)
Curriculum Manager (Level 7)	Management	Learning Skills Employment	Customer & Community
Social Lettings Officer (Level 6)	Housing, Benefits & Planning	Building Management	Regeneration
Tenancy sustainment officer	Housing	Housing (People) Services	Place
Technical Solutions Architect	IT	Digital and Strategic IT	Corporate Operations
Digital Developer & Process Analyst	IT	Digital and Strategic IT	Corporate Operations
Operative	Manual Labour	Direct Service Organisation (DSO)	Place
Planning Officer (Level 7) (Housing)	Planning	Planning and Transport	Regeneration
OT (Standard) (Level 7)	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
Qualified Social Worker (Level 7)	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
Safeguarding partnership Contextual safeguarding co-ordinator	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 12th July 2021

CONTACT OFFICER: Surjit Nagra, Associate Director, Customer

AUTHORS: Edwin Fernandes Workforce Development Manager

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

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

To update the committee on the transition of the Apprenticeship Programme from the closure of the Slough Academy Team to the new Workforce Development Team in the new Operating Model.

2 Recommendation(s)/Proposed Action

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

3. Background

Formed in March 2018, The Slough Academy Project set out to establish a career development framework for all our staff by implementing the concept of Continuous Professional Development and start with taking advantage of the introduction of the Apprenticeship Reforms and Levy.

It aimed to achieve an increase in the standard of service delivery in key areas such as Social Work through the development of the apprenticeship trailblazer. In addition, it aimed to contribute to the reduction of agency costs, provide professional development opportunities for existing staff and new apprenticeship roles for Slough residents.

A Board was formed called the Slough Academy Board with representation at Service Lead level to ensure a consistent, fair, and equal approach across SBC.

The Project had 3 phases:

Phase 1 - Apprenticeships involved transitioning SBC's existing Apprenticeship scheme to the new 'modern Apprenticeship' model being implemented nationally via the Apprenticeship Reforms. This was funded by the Apprenticeship Levy. Modern Apprenticeships have now been

embedded into SBC's workforce development and were handed over from the Project to the OD team as BAU in April 2020.

Phase 2 - Continuous Professional Development (CPD) involved the implementation of Cornerstone, a new talent management system to create a platform for structured development pathways to be linked with appraisals and performance management and to distribute online learning. This implementation was completed in January 2020 with the launch of Mandatory Training.

Cornerstone has also supported the creation of a new onboarding approach which has saved 104 business days so far by providing 6 hours of Mandatory training to 130 new starters prior to their start date. It was also through this system that other key initiatives such as the COVID-19 Skills Audit and Return to Work and Resilience Survey were conducted.

Within this system is a Professional Skills catalogue which contains 700+ titles supporting professional development which was purchased in December 2020. .

Phase 3 - Succession Planning based on the implementation of the Performance Management module in Cornerstone, this will enable the future proofing of SBC's workforce.

3.1 **Achievements**

Below are highlighted key achievements from the Slough Academy Project.

Levy Spend

Available levy spend at March 2021	Levy spend	%
£429,939	£280,000	65%*

* £280K of Levy funding has been used to 'grow our talent' and save corporate training budget. We have not been able to use all levy fund allocation due to the significant drop in apprenticeship take up by the organisation recently. This has been a direct result of the implementation of the new operating model and the uncertainty about roles.

We have also lobbied government, with our other Berkshire Local Authority members, to use the levy to pay for salaries which would create opportunities for apprenticeship. As yet government have not confirmed the outcome of this representation.

Apprentices Upskilled

Apprenticeships Completed	12
Apprenticeships mid way through programme	2
Apprenticeships started	4
Total	40
Apprentices upskilled by at least 50%	90%

- 100% of the Apprentices who have completed their programmes have remained with SBC which will reduce future recruitment costs and retain these skills within SBC.
- 75% of all our 40 Apprenticeship programmes have been undertaken by Slough residents.

A target of 2.3% was set as an Apprenticeship Public Sector Target

Financial Year	Employees	New Apprenticeship Starts	%
Cumulative Average			1.27%
2020/21	1370	11	0.80
2019/20	1347	14	2.08%
2017/18	1042	32	3.07%

* We have not met the cumulative target in the last financial year as a result of the significant drop in take up of apprenticeships in the last year. As mentioned before the drop in demand was caused by the imminent restructure of the organisation and the uncertainty over roles remaining. This stalled decision making and progression of apprenticeships.

Additional Benefits

- Those teams that have experienced Apprenticeship programmes now have a much better understanding of what a continuous improvement culture feels like and how it works, particularly the effort required from all parties
- The quality of skills in key areas will continue to improve – this will be achieved with the launch of our professional skills catalogue with will map e-learning courses titles with job family competencies
- Professional development and development pathways are readily available to all staff
- Formal development programmes will enhance the personal value that SBC provides for its staff
- The apprenticeship programme will continue to demonstrate to SBC what it takes to become a Learning Organisation
- The future implementation of the Performance Module in Cornerstone will provide SBC with tools and functionality to manage and develop its workforce
- The powerful reporting and tracking features of Cornerstone will support increased compliance in the future

3.2 **Update on Workforce Development**

The Workforce Development team has been formed within the HR services in the new operating model. The team is responsible for liaison with all directorates in the organisation to identify training needs and manage these within the allocated Learning and Development budget. Promoting Apprenticeships, utilising the levy to help achieve the government target are also included in their remit. In addition, the team is responsible for working with directorates to provide training to upskill staff to support the 'new ways of working'.

This new team is facing some challenges as a result of the financial situation that the council is in. There are some vacancies in the team and consequently are adopting an approach of dealing with tasks/requests on a priority basis.

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment and Appeals Committee

DATE: 12th July 2021

CONTACT OFFICER: Joe Carter, Director of Transformation

AUTHORS: Surjit Nagra, Associate Director – Customer
Belinda Collins, Interim Transformation Manager

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 last update in April 2021

2. Recommendation(s)/Proposed Action

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

3. Supporting Information

3.1 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 - Update

4.1 The Council launched the senior team consultation for a reorganisation on the 3rd June 2020 which is concluded.

5. Phase 2 - Update

5.1 The Phase 2 consultation was launched on the 4th November 2020 and closed on the 21st December 2020

5.2 Following the consideration of all the responses by Executive Directors and Associate Directors with the Chief Executive, a consultation response was issued in January 2021. The council has now implemented the outcomes of the consultation. All at risk staff have had and continue to have, priority to be considered for all vacant posts.

5.3 Recruitment to remaining vacant posts will continue in line with our existing policies and practices and are subject to sign by Executive Board.

6 **Agency Workers**

Agency worker reduction is a critical part of the implementation plan. The council has commenced reducing the reliance on agency workers as part of the implementation proposals, although in line with our operational needs. We are continuing to use agency and/or fixed term contracts in appropriate areas where it can be demonstrated that there is a critical business need. This is being kept to an absolute minimum and is authorised on a case-by-case basis supported by an approved business case.

7 **Workforce related outcomes**

At the last committee meeting members requested information on the impact of the reorganisation on the workforce to include the following:

- number of individuals successfully redeployed,
- how many made redundant and
- detailed financial information re savings achieved both in Phase I and Phase II of the programme. (this will be updated at the meeting)

Please see the table below for this information.

Redeployed Staff	11
Redundant Staff	59

8. **Background Papers**

None

9. **Appendices**

None