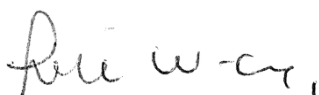


Date of issue: Tuesday, 8 February 2022

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Ali (Chair), Brooker (Vice-Chair), Basra, Bedi, Carter, Dhaliwal, Gahir, Qaseem and Smith)
DATE AND TIME:	WEDNESDAY, 16TH FEBRUARY, 2022 AT 6.30 PM
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	MADELEINE MORGAN 07736 629349

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 9 and Appendix B 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 19th October 2021	1 – 6	-

SERVICE IMPLEMENTATION ISSUES

3.	Pay Policy Statement Update 2022/2023	7 - 20	All
4.	Temporary Workers	21 - 30	All
5.	Workforce Profile Report	31 - 40	All

FOR INFORMATION

6.	Members Attendance Record 2021/22	41 - 42	All
7.	Date of Next Meeting - 12th April 2022	-	-

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.

Covid-19: To accommodate social distancing there is significantly restricted capacity of the Council Chamber and places for the public are very limited. We would encourage those wishing to observe the meeting to view the live stream. Any members of the public who do wish to attend in person should be encouraged to contact the Democratic Services Officer.

Employment & Appeals Committee – Meeting held on Tuesday, 19th October, 2021.

Present:- Councillors Ali (Chair), Brooker (Vice-Chair), Basra, Bedi, Carter, Gahir and Smith

Also present under Rule 30:- Councillors Hulme and Sharif

Apologies for Absence:- Councillor Dhaliwal

PART 1

8. Declarations of Interest

Councillors Basra and Bedi both declared that they worked with Khalsa Secondary Academy.

9. Minutes of the Meeting held on 12th July 2021

Resolved – That the minutes of the meeting held on 12th July 2021 be approved as a correct record subject to an amendment to Minute Reference 3 - Gender Pay Gap; to read Positive Action Strategy and not Positive Discrimination Strategy.

10. HR Policies and Procedures

The Associate Director, Customer provided the Committee with an overview of the updated Dignity at Work Code of Conduct and Managing Stress and Wellbeing Code of Practice.

The Diversity and Inclusion Lead provided Members with a summary of the areas that had been updated and or strengthened in both policies. The Dignity at Work Code of Conduct had been updated to include clear definitions and examples of inappropriate behaviour, with details of both the informal and formal processes open to employees to resolve any concerns and issues they may have.

The Managing Stress and Wellbeing Code of Practice outlined the key responsibilities of the organisation in identifying and supporting staff that were experiencing stress at work. In particular, the code highlighted the roles of both managers and employees in promoting wellbeing, placing important emphasis on spotting early signs, and making early interventions. Furthermore, it included the wide range of practical support available to all staff, including the confidential Employee Assistance Programme.

Consultation in respect of the revised codes had taken place, including with Trade Union colleagues and the Employee Engagement Forum.

It was noted that following approval of the Codes , they would be communicated to the wider organisation and implementation would include a

Employment & Appeals Committee - 19.10.21

programme of events and sessions to Directorates to ensure they were fully understood.

A number of issues were raised in the ensuing discussion, including a request for further details relating to the effectiveness of the current policies and statistics regarding number of complaints received and upheld; and data comparison with neighbouring local authorities. It was noted that following approval of the policies, data would then be collated and available at a future meeting.

Members welcomed the inclusion of cyber bullying within the policies, acknowledging that this was a growing issue that needed to be taken seriously and asked what measures were put in place to ensure that it was monitored and enforced. It was recognised that this was a challenging area and complaints would be taken seriously and appropriate action taken where necessary.

A Member emphasised the importance of highlighting to staff that the policies were developed with their wellbeing at the forefront and asked how the information would be communicated to staff. The Committee was informed that a roll out of the policies to staff had been developed and that employee engagement groups would be used to collate any feedback. Referring specifically to empowering individuals to have the confidence to come forward and raise matters, it was explained that all staff would be informed of the alternative support available if they felt that they were unable to approach their line manager; and that this included approaching HR representatives. The Chair noted the number of consultees that had been contacted for their views on the proposed codes and asked what, if any, feedback had been received. Members were informed that a number of points had been suggested, such as alternative contacts if individuals felt they were unable to approach their line manager and guidance on dealing with vexatious claims; which had been incorporated within the codes. The importance of ensuring agency staff also adhered to the standards of behaviour expected from permanent staff was raised and that it was the managers responsibility to communicate with all staff.

Addressing the Committee under Rule 30, Councillor Sharif questioned whether the policies and procedures being proposed equipped staff with the confidence to make a complaint, referring to an example when a member of staff was denied permission from their manager to contact HR. The Employee Relations and HR Policy Manager reminded Members that each directorate/team had a designated appointed HR representative whom individuals could approach for advice; emphasizing that managerial permission was not required to do so. Following approval of the Codes, a programme of delivery, including workshops, would be rolled out to ensure awareness amongst all staff.

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Resolved – That the Dignity at Work Code of Conduct and Managing Stress and Wellbeing Code of Practice, as appended to the report, be approved.

11. Temporary Workers

The Committee received details of a report which outlined the Council's use of temporary/agency workers and included information raised by Members at the July 2021 meeting. The Employee Relations and HR Policy Manager stated that agency workers were required to fill specialist roles or posts that were difficult to recruit to.

It was noted that there had been a £3.4m spend on temporary workers during Quarter 3 (July to September 2021) and although work continued to reduce agency fees and generate savings; it was recognised there would always be a requirement for agency workers due to a skills shortage or specialist projects. Whilst the Council would always aim to recruit permanently, this wasn't always possible due to a national shortage in specific areas such as qualified planners or social workers. Progress was being made in the reduction of use of temporary staff with 21% temporary workers as a percentage of the whole workforce in July 2021 to 16% in September 2021.

A summary of performance against KPIs was highlighted, and all were achieved with the exception of placements for Early Years which at 65%. It was explained that this was due to self-withdrawal of a supplier and that measures had been put in place to source and procure an alternative supplier(s) via Matrix.

An update on the Matrix efficiency saving project was given, with work continuing within each directorate to encourage agency workers to move into permanent vacant positions where posts have received approval to be recruited to. In addition, workers were encouraged to move Client Direct Limited's (CDL) to reduce agency fees and to date, 37 workers had transferred to CDL in the last quarter; which was an increase of 22 from the previous quarter.

A Member sought clarification regarding the £112k agency savings that had been generated and was informed that savings had been achieved through a combination of factors including reductions in agency fees, related admin fees 5% including National Insurance (which ranges between 0% to 5.83% depending on the pay rate and role procured).

Responding to whether the Council could afford the associated staff costs in the finance directorate within the context of the current financial situation; the Director of Finance explained that the Council had initially agreed to allocate a sum of £700k. Furthermore, the Council's external auditors, Grant Thornton, had made a statutory recommendation that additional resources be taken on by the finance team and that these costs would be factored in the Capitalisation Direction.

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The Chair noted that although there had been a reduction in the number of agency staff from July to September, the total agency spend remained consistent with that for the previous two quarters. It was explained that figures were subject to change due to reconciliation of timesheets, which often came in late and costs were also dependent on the area of work within which staff were required.

Resolved –

- a) That details of the report and the progress to manage the use and cost of temporary / agency workers be noted.
- b) That the actions from the last meeting be noted in section 9 of the report.

12. Our Futures Programme - Workforce Update

The Associate Director, Customer updated the Committee on the final closure of Phase 2 of the Our Futures Project. A workforce overview was provided and it was noted that of 85 posts had initially been identified at risk of redundancy, a total of 49 redundancies and 11 re-deployments were made. The figure of 49 redundancies was a correction from the figure of 59 stated in the report.

The Director of Finance reminded the Committee that the Our Futures programme incurred £3.009m one off expenditure in 2020/21 and was forecast to spend a further £2.585m one off expenditure in 2021/22 to implement the transformation programme. The majority of this spend was to fund redundancy costs (£2.611m) and consultancy support for the project (£2.066m). The programme was estimated to save £3.5m in 2021/22. However this excludes DSO productivity pay, Music Service and some grant funded posts for which the programme omitted the budget and thus nets down to an estimated £2.5m in 2021/22.

Members asked a range of questions relating to the programme, including whether the redundancies made were compulsory or voluntary. It was explained that all redundancies made were compulsory as those posts had been deleted from the new structure.

A Member requested that information regarding the current numbers of staff in comparison to those prior to the Our Futures Programme be provided and it was agreed that this information would be provided at the next meeting. Up to date information on current directorate/team structures would also be useful in providing accurate details to residents.

Concern was expressed with regard to the number of vacancies across the council and both the impact that this would have on delivery of services and retention of staff. The Associate Director, Customer stated that the delivery of Our Futures Programme was now being made within the context of a S114 Notice being issued. It was recognised that the instability caused by the S114 Notice may have prompted a number of staff to depart but looking forward the Council had to be realistic in that its financial situation meant that it would

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have to downsize and therefore assess how and what services could still be provided. Specific details relating to the number of qualified engineers currently employed within the highways department were requested and it was agreed that these would be provided.

The Chair sought clarification relating to the savings associated with the programme. In reports considered at previous meetings, the Committee had been informed that circa £5.2m savings were expected to be achieved and the savings figure was now projected to be in the region of £2.5m. The Director of Finance stated Council budget papers had estimated £3.5m and explained that colleagues had most likely assumed £1.5m savings as a result of agency cost savings following the implementation and delivery of the Our Futures Programme.

Referring to the approximate £2m consultancy costs that had been incurred by the Council for the Our Futures Programme, Members requested that information regarding the process for appointing the Consultants be provided.

A Member asked, now that the Our Futures Programme had been completed, whether the staffing structure was fit for purpose. The Director of Finance explained that the Council's current financial situation meant that it was highly likely that further restructures would need to be carried out; albeit a different approach would be adopted in future.

Speaking under Rule 30, Councillor Sharif reiterated comments about the engagement of an external consultancy to oversee the Our Futures Programme and that it was difficult to ascertain the benefits of having done so.

A number of Committee Members stated that in their view, the Our Futures Programme had failed to deliver what was required to ensure the Council was a world class organisation. The Committee placed on record the importance of ensuring lessons were learnt from the Our Futures Programme in order to avoid a repeat of the same errors being made.

Resolved – That details of the report be noted.

13. Members Attendance Record 2021/22

Resolved – That details of the Members Attendance Record 2021/22 be noted.

14. Date of Next Meeting - 20th January 2022

The date of the next meeting was confirmed as 20th January 2022.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.14 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 16th February 2022

CONTACT OFFICER: Surjit Nagra – AD Customer & HR
(For all enquiries:)

WARD(S): All

PART I
FOR DECISION**PAY POLICY STATEMENT UPDATE 2022/2023****1. Purpose of Report**

To provide Members with an update of the revisions to the Pay Policy Statement for the year 2022/23 as required by the Localism Act 2011.

2. Recommendation(s)/Proposed Action

The Committee is requested to approve the Pay Policy Statement 2022/23, as attached at Appendix A, which needs to be formally approved by Full Council for publication.

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

The expected costs of all Council salaries are included within the annual revenue budget.

(b) Risk Management

None arising from this report.

(c) Human Rights Act and Other Legal Implications

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

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

(d) Equalities Impact Assessment

None arising from this report.

4. **Supporting Information**

- 4.1 Committee is required to approve the review of the Pay Policy Statement on an annual basis, which needs to be forwarded to Full Council to approve for publication.
- 4.2 The Pay Policy Statement enables residents to understand the Council's pay policy for senior staff and how it relates to the salaries of the lowest paid. It provides transparency and enables residents to assess whether salaries paid represent value for money.
- 4.3 The Pay Policy Statement covers the financial year 2022/23.
- 4.4 When the national cost of living award is agreed and implemented the pay scales, (as attached at Appendix B), will be updated accordingly.
- 4.5 Once approved the Pay Policy Statement, as attached at Appendix A will be published on the Council's website.

5. **Conclusion**

Members are requested to approve the Pay Policy Statement for 2022/23 as attached at Appendix A.

6. **Appendices Attached**

Appendix A - Pay Policy Statement 2022/2023

Appendix B - Slough Borough Council Salary Scales

7. **Background Papers**

None.

APPENDIX A

Pay Policy Statement for the Year 2022/2023

1 Introduction

- 1.1 The Localism Act requires local authorities to publish, on their website, an annual Pay Policy Statement, which has been approved by Full Council.
- 1.2 No remuneration may be made to officers that fall outside of the Pay Policy Statement, although it is possible for a meeting of the Full Council to amend the statement at any time.
- 1.3 In drawing up this statement, Slough Borough Council has considered the guidance issued by the Department of Communities and Local Government in February 2012 and the supplementary guidance issues in February 2013. Please note this government department is now known as the Department for Levelling Up Housing and Communities.
- 1.4 Slough Borough Council is committed to complying with the statutory obligation to pay the National Living Wage.

The rates in the table below are for the National Living Wage (for those aged 23 and over) and the National Minimum Wage (for those of at least school leaving age). The rates change on 1 April every year.

	23 and over - NLW	21 – 22	18 – 20	Under 18	Apprentice
April 2022	£9.50	£9.18	£6.83	£4.81	£4.81

- 1.5 This statement does not apply to schools' staff as local authority schools' employees are outside the scope of this legislation.
- 1.6 This statement will be approved by Full Council.
- 1.7 Slough Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our staff.
- 1.8 The Council is committed to paying nationally negotiated pay awards and this Pay Policy Statement will be updated as and when any such pay awards are agreed. (Please note currently no agreement has been reached on last years (2021/2022) pay awards).

2 Remuneration of Chief Officers

2.1 In accordance with the Localism Act, the following SBC posts have been defined as Chief Officers, and their salary bands are as follows:

Head of the Paid Service and Chief Officers		
Post	Reports to	Salary Band
Chief Executive/Head of Paid Service		£143,107 - £171,731
Executive Director – People (Adults)	Chief Executive	£117,790 - £137,385
Executive Director – (Children) and Slough Children First Chief Executive	Chief Executive	£117,790 - £137,385 Note Interim cover
Executive Director – Finance and Corporate Services	Chief Executive	£117,790 - £137,385 Note Interim cover
Executive Director – Place (Non-Statutory)	Chief Executive	£117,790 - £137,385

2.2 As part of the changes which took place across the council in 2020 and 2021, there is 1 post which is covered by the Chief Executive terms and conditions and 4 posts which are covered by the Chief Officer terms and conditions.

The remaining senior posts are now all covered by the National Joint Council for Local Government Officers (known as ‘The Green Book’).

Posts that report to Executive Directors/ Chief Executive		
Post	Reports to	Salary Band
Monitoring Officer	Executive Director – Finance and Corporate Services	£70,258 - £78,268
Public Health Lead	Executive Director – People (Adults)	£70,258 - £78,268 Note Interim Cover
Associate Director – Adult Social Care	Executive Director – People (Adults)	SML13 £80,913 – £94,732
Associate Director – People Strategy & Commissioning	Executive Director – People (Adults)	SML13 £80,913 – £94,732
Service Lead – Mental Health Services	Executive Director – People (Adults)	Employed by Berkshire Health Foundation Trust
Associate Director – Education & Inclusion	Executive Director – (Children) and Slough Children First Chief Executive	SML13 £80,913 – £94,732

Associate Director – Children & Families	Executive Director – (Children) and Slough Children First Chief Executive	SML13 £80,913 – £94,732 Currently vacant
Associate Director - Finance and Commercial	Executive Director – Finance and Corporate Services	SML13 £80,913 – £94,732 Currently vacant
Associate Director – Customer & HR	Executive Director – Finance and Corporate Services	SML13 £80,913 – £94,732
Associate Director – Business Services	Executive Director – Finance and Corporate Services	SML13 £80,913 – £94,732
Associate Director – Place Strategy & Infrastructure	Executive Director – Place	SML13 £80,913 – £94,732
Associate Director – Place Regulation	Executive Director – Place	SML13 £80,913 – £94,732
Associate Director – Place Ops	Executive Director – Place	SML13 £80,913 – £94,732
Associate Director – Community & Housing	Executive Director – Place	SML13 £80,913 – £94,732 Currently vacant
Associate Director – Strategy & Improvement	Chief Executive	SML13 £80,913 – £94,732 Currently vacant

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

2.3 Job Evaluation

The pay of all employees, including Chief Officers, is based on job evaluations undertaken through the National Joint Council (NJC) Job Evaluation Scheme "Green Book".

2.4 Terms and Conditions of Employment

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

Chief Officers are employed on Joint National Council terms and conditions for Chief Officers.

The remainder of staff are employed on the National Joint Council for Local Government Services or Teaching or Soulbury terms and conditions of employment.

2.5 Travel and Subsistence Expenses

There are occasions when employees incur additional expenditure than normal while undertaking their official duties on behalf of the Council away from their normal place of work. The Council has a comprehensive Travel and Subsistence Expenses Scheme, which applies to all our staff, including Chief Officers, in such circumstances.

2.6 Payment of Professional Fees

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

2.7 Honoraria

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

- Outside the normal scope of the duties and responsibilities of the employee
- Over an extended period undertaking part of the duties of a higher graded post
- Or where the additional duties and responsibilities are exceptionally onerous
- Or in situations which merit the employee being rewarded for specific work.

The Honoraria Scheme applies in these circumstances and the amount of payment is based on the duties undertaken and approved by the relevant Executive Director, Finance and HR.

2.8 Acting Up

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

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

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

2.9 **Secondments**

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

2.10 **Market Supplements**

A market supplement is payable, in exceptional circumstances, for posts (including Chief Officer posts), which are critical to the delivery of essential/statutory services, and to which the Council has been unable to recruit or retain. A Market Supplement exercise is carried out annually to ensure the evidence collated by the relevant managers supports the financial request for the application of a supplement to the salary. Market supplements are by their very nature payments which can be removed with 12 weeks' notice to individuals if the evidence provided does not support its continuation. This exercise is coordinated by the HR Team.

2.11 **Pay Protection**

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

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

2.12 **Termination Payments**

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

The terms, and any payment relating to the termination of employment of any officer of the Council in any contentious circumstances which do not result from an award made by an Employment Tribunal or Court are settled by the Council on the basis of the legal merits of the case, the time and disruption which protracted litigation would involve, any limit of statutory entitlement on monetary claim available to an employee, and what is considered prudent in all circumstances. This will be determined in consultation with Head of HR and the S151 Officer.

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

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

Consultancies over £5000 (excluding cover for established posts) or any consultancy/employment offered to former senior officers of the Council of third tier and above are “significant officer decision”. (Significant officer decisions are circulated monthly to all members and published on the website).

2.13 Termination Payments – caps on exit payments

The Restriction of Public Sector Exit Payments Regulations were introduced on 4 November 2020. An HM Treasury Direction published on 12 February 2021, disapplied the cap from that date and the Regulations have been revoked

2.14 Pension Payments

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

3 Remuneration of Our Lowest Paid Employees

3.1 All SBC employees are paid in accordance with a locally determined salary scale, in accordance with their national terms, please refer to Appendix B.

3.2 Lowest Paid Employee means the employee on the lowest grade, assuming that the posts are full-time. The lowest grade is Level 2 £19,147, inclusive of Local Weighting.

3.3 Unsocial Hours Payments

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

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

3.4 **Terms and Conditions of Employment**

Pay awards are negotiated nationally for different groups of employees: -

- Chief Executive
- Chief Officers
- National Joint Council for Local Government
- Soulbury
- Teaching

4 Relationship between the Remuneration of Chief Executive and our lowest paid employees

The actual pay of the Chief Executive is currently £171,731. This is 8.9 times the pay of our lowest paid employees. ($£171,731/£19,147 = £8.9$)

4.1 The median earnings are currently £28,690. The median earnings figure complies with the specific requirements within the Local Government Transparency Code and includes all elements of remuneration (i.e., Local Weighting) that can be valued.

4.2 The pay of the Chief Executive is currently 5.9 times the pay of the median earnings of our employees. ($£171,731 / £28,690 = £5.9$)

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NJC Local Government Pay Agreement 2020-21

OLD SCP	NEW SCP	Pay Level	Basic Pay Apr-20	FTE Local Weighting	Inclusive Annual Pay	Inclusive Hourly Rate
9	2	Level 2	18198	949	19147	9.92
10	3	Level 2	18562	949	19511	10.11
11	3	Level 2	18562	949	19511	10.11
13	4	Level 2	18933	949	19882	10.31
14	5	Level 3	19312	949	20261	10.50
16	6	Level 3	19698	949	20647	10.70
18	7	Level 3	20092	949	21041	10.91
19	8	Level 4	20493	949	21442	11.11
20	9	Level 4	20903	949	21852	11.33
	10	Level 4	21322	949	22271	11.54
21	11	Level 4	21748	949	22697	11.76
22	12	Level 4	22183	949	23132	11.99
	13	Level 5	22627	949	23576	12.22
24	15	Level 5	23541	949	24490	12.69
25	17	Level 5	24491	949	25440	13.19
26	19	Level 5	25481	949	26430	13.70
	21	Level 5	26511	949	27460	14.23
29	23	Level 5	27741	949	28690	14.87
30	24	Level 6	28672	949	29621	15.35
31	25	Level 6	29577	949	30526	15.82
32	26	Level 6	30451	949	31400	16.28
33	27	Level 6	31346	949	32295	16.74
34	28	Level 6	32234	949	33183	17.20
35	29	Level 6	32910	949	33859	17.55
36	30	Level 7	33782	949	34731	18.00
37	31	Level 7	34728	949	35677	18.49
38	32	Level 7	35745	949	36694	19.02
39	33	Level 7	36922	949	37871	19.63
40	34	Level 7	37890	949	38839	20.13
41	35	Level 7	38890	949	39839	20.65
42	36	Level 8	39880	949	40829	21.16
43	37	Level 8	40876	949	41825	21.68
44	38	Level 8	41881	949	42830	22.20
45	39	Level 8	42821	949	43770	22.69
46	40	Level 8	43857	949	44806	23.22
47	41	Level 8	44863	949	45812	23.75
48	42	Level 9	45859	949	46808	24.26
49	43	Level 9	46845	949	47794	24.77
50	44	Level 9	47838	949	48787	25.29
51	45	Level 9	48845	949	49794	25.81
52	46	Level 9	49853	949	50802	26.33
53	47	Level 9	50868	949	51817	26.86
54	48	Level 10	51942	949	52891	27.41
55	49	Level 10	53013	949	53962	27.97
56	50	Level 10	54092	949	55041	28.53
57	51	Level 10	55172	949	56121	29.09
58	52	Level 10	56241	949	57190	29.64
59	53	Level 10	57312	949	58261	30.20

SLOUGH BOROUGH COUNCIL – SENIOR MANAGEMENT GRADES

<u>GRADE</u>	<u>SALARY RANGE</u>
	<u>2020</u>
SML111	£ 59,414
SML112	£ 62,139
SML113	£ 64,864
SML114	£ 67,590
SML121	£ 70,258
SML122	£ 72,929
SML123	£ 75,598
SML124	£ 78,268
SML131	£ 80,913
SML132	£ 85,171
SML133	£ 89,652
SML134	£ 94,372
SML141	£ 96,995
SML142	£ 102,100
SML143	£ 107,474
SML144	£ 110,913
SML151	£ 109,264
SML152	£ 112,762
SML153	£ 118,696
SML154	£ 124,944
SML161	£ 117,790
SML162	£ 123,988
SML163	£ 130,516
SML164	£ 137,385

CHIEF OFFICERS FOR LOCAL AUTHORITIES

<u>GRADE</u>	<u>SALARY</u>
	<u>RANGE</u>
	<u>2020</u>
CE0001	£ 143,107
CE0002	£ 151,553
CE0003	£ 161,006
CE0004	£ 171,731

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 16th February 2022
CONTACT OFFICER: Surjit Nagra, Associate Director – Customer / HR
AUTHORS: Dipak Mistry, Employee Relations & Policy Manager

(For all enquiries) (01753) 875727

WARD(S): All

PART I
FOR INFORMATION

TEMPORARY WORKERS

1 Purpose of Report

This report provides Members of the committee with an update on the Council's use of temporary / agency workers and to respond to questions that have been received since the last report in October 2021.

2 Recommendation(s)/Proposed Action

The Committee is requested to note the report.

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 when and 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 engage temporary workers in order to deliver these outcomes when permanent workers are 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 agency spend on temporary workers for Quarter 3 (October – December 2021) was £3.6 million. In this quarter the spend had increased by £232,729, from the previous quarter. The increase in spend resulted from a higher number of leavers between October and December 2021 which required engaging more temporary workers. Further details for spend in the directorates and the number of leavers is covered in section 6 below.

(b) Risk Management

The key risk for the council is the inability to deliver services were skills shortage and turnover of staff are creating gaps, which must be filled with the short-term use of agency / temporary workers. As a long-term issue this risk also must be balanced against the over reliance of agency workers and the longer-term use of agency workers where recruitment to permanent roles is unsuccessful.

(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. Priority is given to any staff member that is displaced to apply for any suitable vacant posts where they have transferrable skills.

5. Background

At the October 2021 EAC meeting members were informed that Slough Borough Council continues to offer roles to staff on a permanent basis. Opportunities for roles are advertised internally first, and where there are skills shortages both internally and externally. Since October 2021 we have advertised 25 posts (both internally & externally), and have successfully appointed to 6 posts, 2 posts are pending acceptance, 5 posts have not been appointed to and for 3 posts we received no applications. The remaining roles are still in the recruitment process.

However, due to the current financial position of the council and movement of staff due to organisational change and leavers there will be from time to time a need to engage temporary / agency worker/s. Additionally, this may also include the following reasons:

1. A need for limited duration on a one-off task or project which require specialist skills / experience to undertake projects.
2. To cope with a surge in demand or to meet service delivery deadlines.
3. To cover the absence of permanent staff, for example regarding long term sickness absence or maternity leave, where there has been no internal arrangement that could be made (acting up / secondment).
4. Cover for a permanent vacancy pending a recruitment campaign.
5. Recruitment for permanent staff resulted unsuccessfully due to national shortage of the roles i.e., planners, qualified social workers.

6. Spend on temporary / agency workers

Table 1 below shows spend on temporary / agency workers by department as at December 2021. The breakdown of spend separates workers who are occupying vacant posts (deemed to be inside IR35 status) and those workers that are undertaking project work or who have a specialist skill and are engaged through a limited company status (deemed to be outside of IR35 status). Please note inside and outside IR35 rules were introduced to tackle perceived tax avoidance by consultants and temporary workers.

Table 1 – Agency Spend by Directorate

Directorate	IR35 Status	No of Workers	Spend	Previous Quarter Differences	Trend Increase - ↑ Reduction - ↓ Unchanged - ↔
Adults and Communities	Inside IR35	39	£711,173	£159,153	↑
	Outside IR35	4	£105,903	£41,574	↑
Chief Executive	Inside IR35	1	£22,108	-£7,794	↓
	Outside IR35	1	£24,351	£10,590	↑
Children, Learning and Skills	Inside IR35	5	£45,856	-£89,364	↓
	Outside IR35	1	£40,349	£17,853	↑
Finance and Resources	Inside IR35	55	£1,195,483	£211,295	↑
	Outside IR35	19	£700,309	-£25,774	↓
Housing Revenue Account	Inside IR35	5	£62,035	£30,247	↑
	Outside IR35	1	£24,544	-£3,873	↓
Place and Development	Inside IR35	31	£351,770	-£66,366	↓

	Outside IR35	2	£37,486	£606	↑
Regeneration	Inside IR35	7	£187,839	-£19,338	↓
	Outside IR35	5	£184,944	-£26,081	↓
Grand Total		175	£3,694,149	£232,729	↑

NB This data represents three months' worth of data and is not a snapshot in time.

The total spend on all agency workers (whether inside or outside IR35) during Quarter 3 period was £3,694,149. This is a 7% increase of the previous quarter.

The main reason for this increase is due to the increase in the number of permanent staff that left the employment of SBC, and Table 2 below shows the leaver reasons and the type of posts that were vacated. Please note that agency workers secured for these posts were at a higher cost such as Social Workers and OT's.

Table 2 – Summary of Leavers reasons and types of posts between October 2021 – December 2021

No of Leavers	Reasons for leaving	Further details of reason
68	Voluntary resignations	Career progression (28) Change in career (22) Change in personal circumstances (10) Moving away (2) Family / Health (1) Personal health (5)
4	Dismissed	Dismissal following formal procedures
6	Retirement	4 x Normal age retirement, 2 x Early retirement
5	Fixed Term Contract ended	Expiry of FTC
83	Total	

Types of Post

Directorate	Types of post	Reason for leaving
People Children	<ul style="list-style-type: none"> Assistant Early Years Practitioners SEND Associate Director Educational Psychologist 	All due to Voluntary resignation
Corporate Operations	<ul style="list-style-type: none"> Customer Services Assistant Complaints & FOI Facilities Officer 	All due to Voluntary resignation
People Adults	<ul style="list-style-type: none"> Social Workers Occupational Therapist Day Services Public Health 	Due to Voluntary Resignation and Early Retirement / End of FTC
Place	<ul style="list-style-type: none"> DSO Grounds Neighbourhood Recharges Housing Housing needs 	Due to Voluntary Resignation, End of FTC and Dismissal

	<ul style="list-style-type: none"> • Planning policy • Planning & Strategy • Libraries & Culture Customer Assistant 	
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7. Monthly Live placements temporary / agency workers

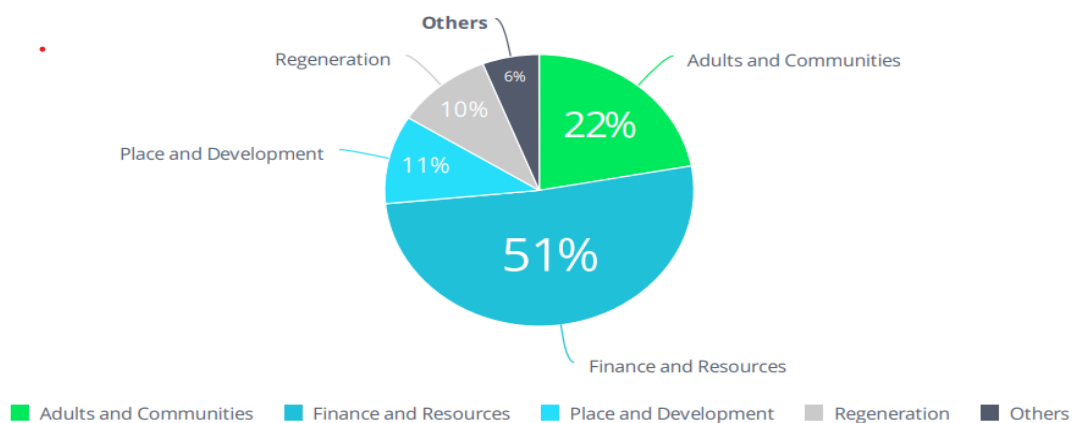
Table 3 below illustrates the number of monthly 'live; placements of temporary / agency workers within the organisation during the months between July to December 2021.

Table 3– Live Placements by Month

Month End	Live placements at end of month	The percentage below represents the portion of agency worker vs our total workforce	Increase - ↑ Reduction - ↓ Unchanged - ↔
July 21	261	21%	↓
August 21	212	17%	↓
September 21	203	16%	↓
October 21	203	22%	↔
November 21	225	19%	↑
December 21	237	20%	↑

(Based on a total council workforce which is currently 1165 WTE)

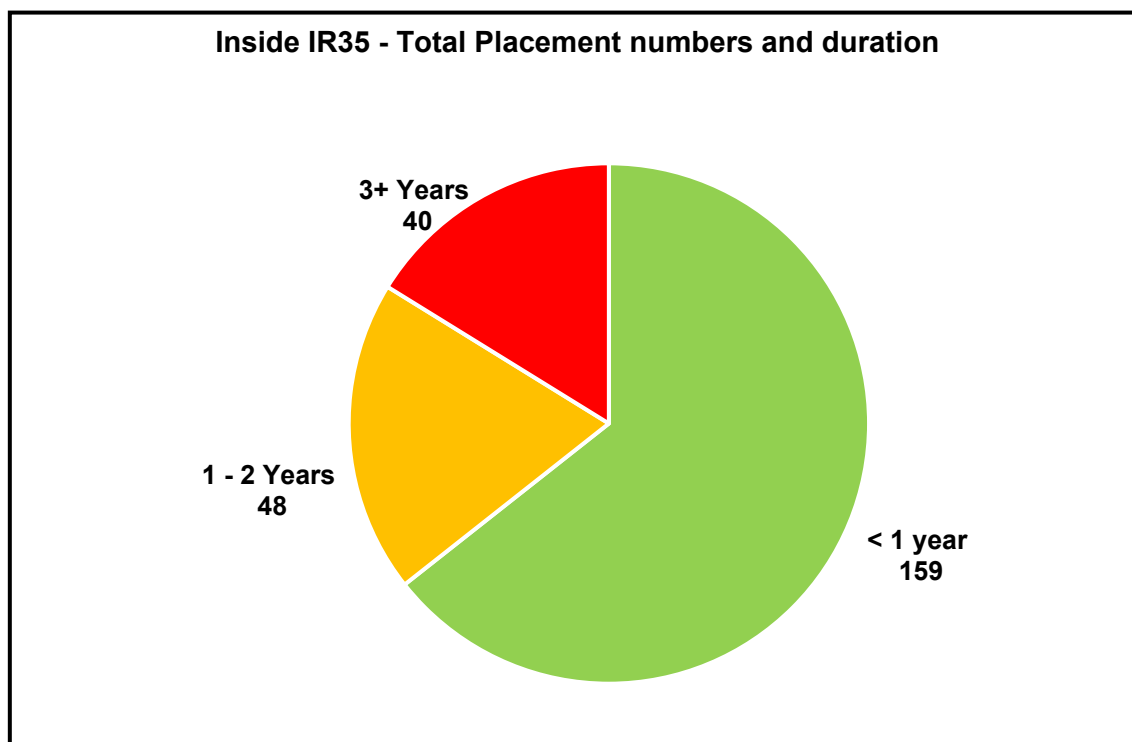
Chart 1 below shows where the highest percentage of use of temporary / agency workers has been in which is Finance and Resources, followed by Adult Social Care.



8. Duration of Placements

Chart 2 below shows the total number of placements (247) and duration of agency workers (inside of IR35) that have been engaged with the council over the last quarter. This shows workers that have been with the Council between three months and four years.

Chart 2 – Total placements and length of placement



55 workers that are outside IR35 and have not been included in the data above. These workers have been engaged on specialist projects or have specialist skills..

Table 5 – Categories of roles & length of placement

Sum of Number of Placements – Inside IR35	Column Labels			
Categories of Roles	< 1 year	1 - 2 Years	3+ Years	Grand Total
Admin & Clerical	14	2	4	20
Education including Early Years	35			35
Executive	43	6	5	54
Facilities & Environmental Services	1			1
Financial	2			2
Housing	9	3		12
Housing, Benefits & Planning		5	10	15
IT	5	4		9
Management		2	1	3
Manual Labour	13	13		26
Planning		1		1
Revenues / Benefits	5	2		7
Social & Healthcare Non-Qualified	17	5	6	28

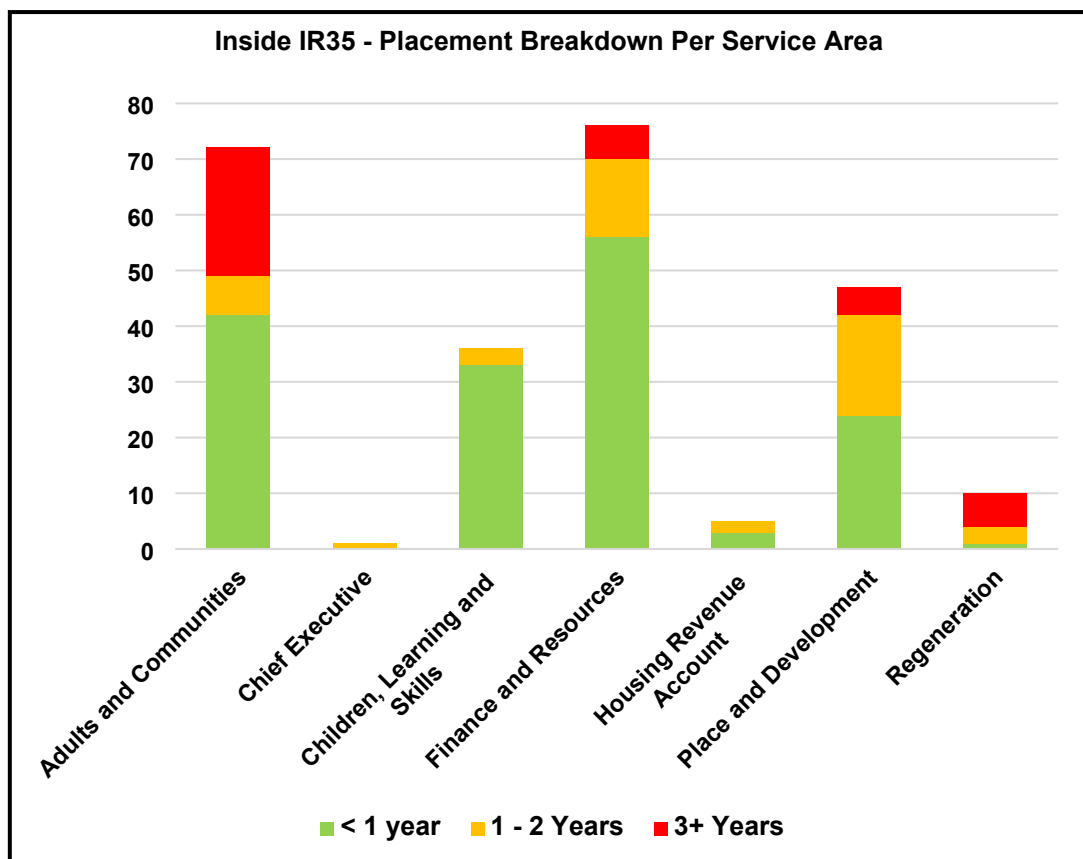
Social & Healthcare Qualified	15	5	14	34
Grand Total	159	48	40	247

The table above shows there are 40 placements which has an agency / temporary worker in excess of 3 years. The majority of these placements are covering hard to recruit to posts such as Social & Healthcare professions, Housing Benefits & Planning.

Appendix 1 also highlights roles of all agency/temporary workers we have engaged, which includes the hard to fill roles.

Chart 3 below shows the length of placements by Directorate, this identifies Finance and Resources as having the highest number of placements. The Council has engaged a large number of finance specialists to support the recovery work in relation to the S114 notice and the directions. Overall Adults and Communities have had most placements in the category of 3 years and above. Again, these placements here are covering hard to recruit to posts in the Social & Healthcare profession.

Chart 3 - Breakdown per Service Area and length of placement



9. Key Performance Indicators – Matrix Contract

The contract has established Key Performance Indicators which are monitored through monthly meetings. In Appendix 2 'KPI Summary of performance' shows the agreed KPIs and information which is a snapshot of the performance of the contract in December 2021. The data shows that the KPI's have all been met, with one exception. In Early Years the required number of placements have not been filled due to the difficulty in recruiting to this area. There is a shortage of qualified early years practitioners, which also adds to not being able to recruit suitable staff as well as agency workers. However, from the last quarter there was an improvement to obtaining some early years practitioners (65% to 85%).

The monthly monitoring meetings also focus on reducing agency fees and exploring how further savings can be made.

10. Matrix efficiency saving project

Work continues within each directorate to encourage agency workers to move into permanent vacant positions where posts have received approval to engage workers into. Further workers are encouraged to move to Client Direct Limited's (CDL) to reduce agency fees. To date, 37 workers remain on CDL, this represents no change from the previous quarter.

We have now developed a process with Matrix whereby no agency worker is renewed or engaged without a business case having been approved at the Expenditure Control Panels. This provides a level of scrutiny and challenge as to why the temporary worker is required, and what alternative solutions were considered to reduce the spend.

The HR Business Partnering team continue to work with each of the directorate managers on reviewing their current usage of agency workers and challenge the need to continue with agency workers for business needs.

12. Appendices

Appendix 1 – Summary of specific types of roles of all agency/temporary workers
Appendix 2 - Performance KPI

11. Background Papers

None

Appendix 1 – Summary of specific types of roles of all agency/temporary workers (brackets represent no of agency)

Job Title	Job Category	Services	Directorate
Support Worker (Level 2)	Social & Healthcare Non-Qualified	Adult Social Care Operations	People (Adults)
Qualified Social Worker (Level 7)	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
Lateral Flow Programme Manager (1)	Public Health	Public Health	People (Adults)
Group Manager	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
CONTACT TRACER COVID-19 (5)	Public Health	Public Health	People (Adults)
Long-term Occupational Therapist Practice Manager (2) OT Standby Level 7 – (7)	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
General Support Assistant	Admin & Clerical	Children, Learning and Skills	People (Children)
Early Years Practitioner (11)	Education including Early Years	Children, Learning and Skills	People (Children)
Planning & Strategy (3)	Housing, Benefits & Planning	Building Management	Regeneration
Planning Officer (Level 7) (Housing)	Planning	Planning and Transport	Regeneration
Project Officer/Implementation Officer	Housing (People) Services	Place & Development	Place
Operative (51)	Manual Labour	Direct Service Organisation (DSO)	Place
Housing Revenue; Housing Needs (6)	HRA Housing Development	Management	Place
IT Server Engineer (1)	IT	Digital and Strategic IT	Corporate Operations
IT Project Manager (1)	IT	Digital and Strategic IT	Corporate Operations
IT Infrastructure Engineer (1)	IT	Digital and Strategic IT	Corporate Operations
Desktop Support Analyst (6)	IT	Digital and Strategic IT	Corporate Operations
Digital and Strategic IT Support (5)	IT	Digital and Strategic IT	Corporate Operations
IT Support roles (working on S114)	IT	Digital and Strategic IT	Corporate Operations
Customer and Communications	Revenues / Benefits	Customer – Awaiting funding ESFA	Corporate Operations
Customer and Communications	Revenues / Benefits	Housing, Benefits & Planning	Corporate Operations
Agresso technical Support (8)	Agresso Technical support	People / Finance Services	Corporate Operations
Principal Financial Analyst (6)	Finance	Finance	
Finance Business Partner, Lead; Financial Assessment, Commercial; Financial Assessment (15)	Executive - Covering live vacancies	Finance	Corporate Operations
Consulting Project Manager (Level 9)	Executive	People	Corporate Operations

Appendix 2 – Performance KPI

Measurement	Target Service Level	Frequency of Activity/Monitoring	Dec-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% achieved in all placements request apart from I Early Years which achieved 85%
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%

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 16th February 2022

CONTACT OFFICER: Surjit Nagra – AD Customer &HR

AUTHOR: Belinda Collins – Interim Group Manager HR
(For all enquiries:)

WARD(S): All

PART I
FOR INFORMATION**WORKFORCE PROFILE**1. **Purpose of Report**

The purpose of this report is to present to the committee the workforce profile for the Council. This report is a snapshot in time, with information taken in mid-January 2022.

2. **Recommendation**

The Committee are asked to note the contents of the report and the attached workforce profile appendices.

3. **Background Information (to be read in conjunction with Appendix A & B)**

As of 22nd January 2022, the council workforce headcount was 1,338. This figure includes permanent employees and vacancies.

Currently, the Council has engaged 225 agency/ temporary workers. 181 of the workers are occupying vacant positions (please note this number is still being verified). 44 of the total agency workers are working on projects and are not covering posts.

The Gender profile of the council's workforce is made up of 61% women and 39% male. This ratio is typical of a unitary council which more females employed due its responsibility for the health and social care profession, and is nationally in keeping with local government.

6.3% of our workforce has declared a disability. However, there is a large proportion of staff that have not completed this field on their personnel record. This non-disclosure is being addressed through an exercise to request staff to check all their personal data on the Agresso system which will include updating their equalities data.

23% of the Councils headcount is made up of part time workers, which demonstrates the council's flexibility around work-life balance.

The age profile demonstrates that most of the workforce are between 25 & 64 years of age. The age band with the highest percentage of workers within the organisation is 45-54 years, closely followed by 35-44 years. There is a relatively low proportion of staff in the 16-24 years age group.

Appendix B refers to members requested information on the council's policy & procedures in relation to the workforce, their renewal dates and where they have been used. This information has been captured in Appendix B (this is presented in summary, due to the confidential nature of the data).

A plan is being developed to update key policies that require a review.

Sickness Absence for the last calendar year was 4.2 %.

Both the Local Government Association and the Equality and Human Rights Commission recommend collecting and analysing equality information about employees in order to: -

- Identify key issues
- Assess performance
- Take action

4. Data reporting

Wider data relating to protected characteristics linked to issues such as disciplinary, capability, grievance, complaints of discrimination etc have only just been implemented in the Agresso system.

The Council is developing a suite of reports to provide to managers and members to "see at a glance" the profile of their team with data that includes age distribution, ethnicity, gender, and length of service. HR will be working with managers to support their use of the dashboard to inform workforce planning within teams.

During 2022, further work will be developed to enable the council to report on protected characteristics and recruitment.

The information that will continue to be collected and disseminated will be used to inform relevant strategies. The recovery and renewal plans will ensure that the council continues to develop a more diverse and inclusive workforce.

Going forward the workforce profile will be updated annually and reported to the Employment and Appeals Committee in April each year. The data will also be used to identify key metrics against which to measure council progress.

This report is factual in nature and is based on information held by the council.

5. Appendices

Appendix A – Workforce Profile and Information January 2022

Appendix B - Council Policies and Procedures and workforce implications

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Workforce Profile Information - January 2022

Background Information

The data below reflects the organisation as a snap shot in time in January (please note this data does move on daily basis which reflects turnover in agency usage).

The council headcount and FTE are shown below(in the below table), currently the organisation has a 20% vacancy factor.

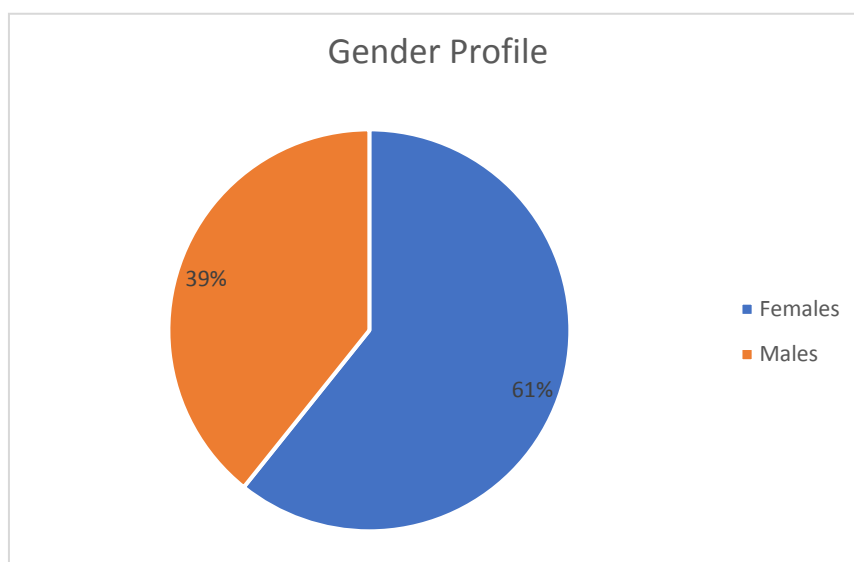
Employees headcount	1070 (981.02 FTE)
Vacancies	268 (268 FTE)

Below is a summary of active agency workers either covering vacant posts or undertaking project work.

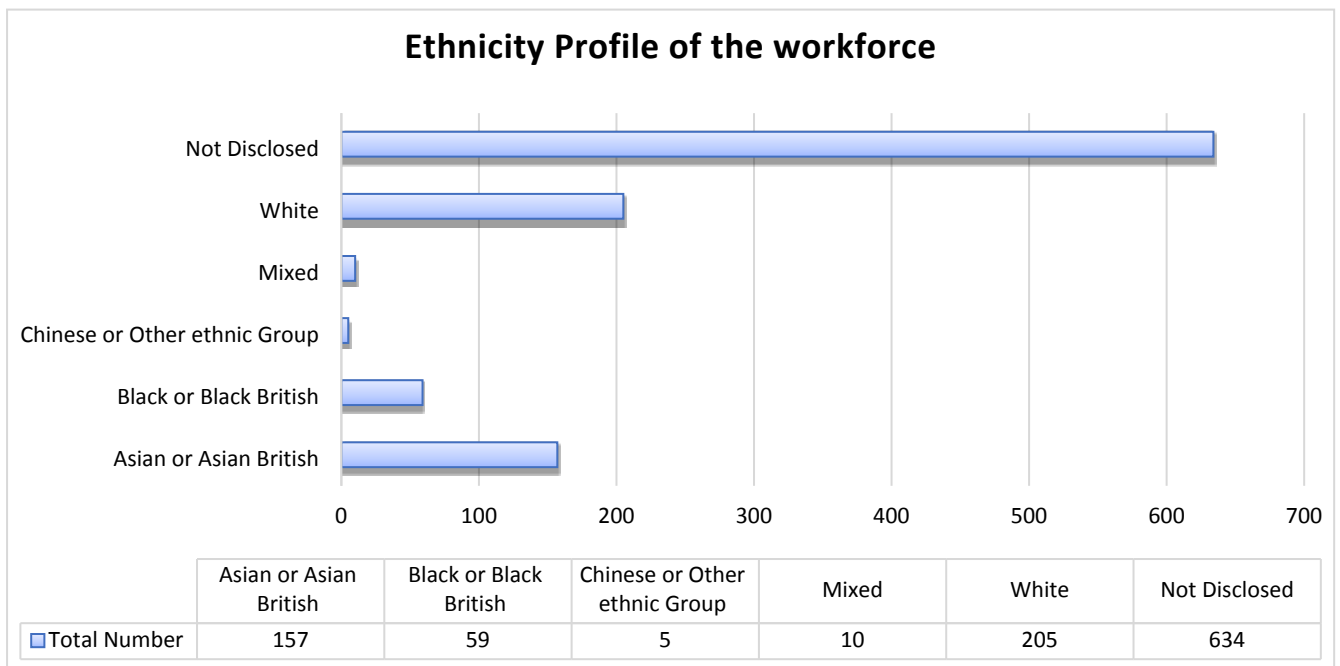
Agency Workers (Inside IR35)	181
Agency Workers (Outside IR35)	44

Gender Profile of the workforce

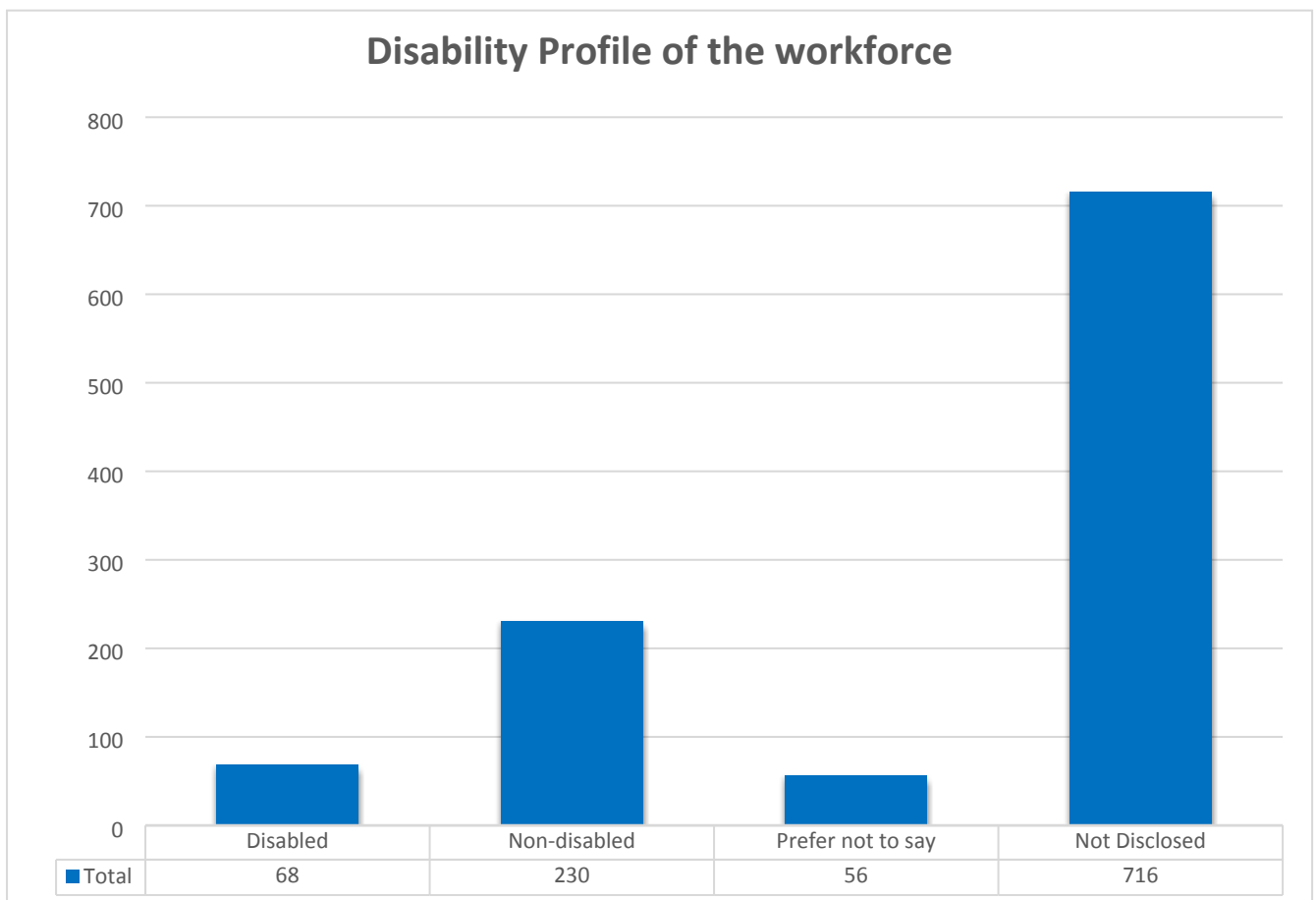
Gender	Total
Females	650
Males	420
Grand Total	1070



Ethnicity Profile of the workforce

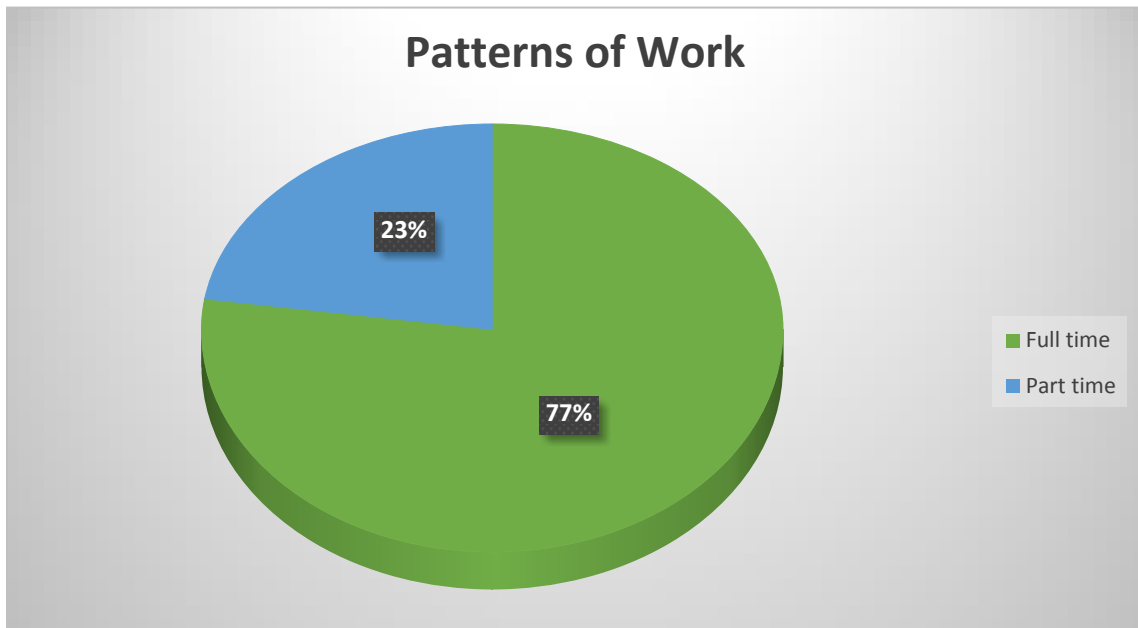


Disability Profile of the workforce

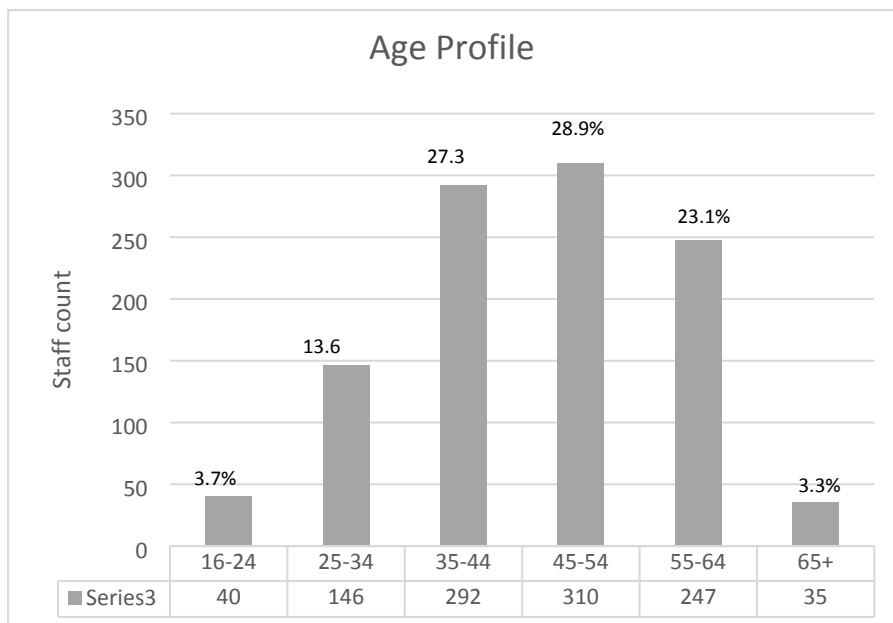


Patterns of work

Working Pattern	Total
Full time	826
Part time	244
Grand Total	1070



Age Profile of the organisation



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Councils Policy & Procedures and Workforce Implications

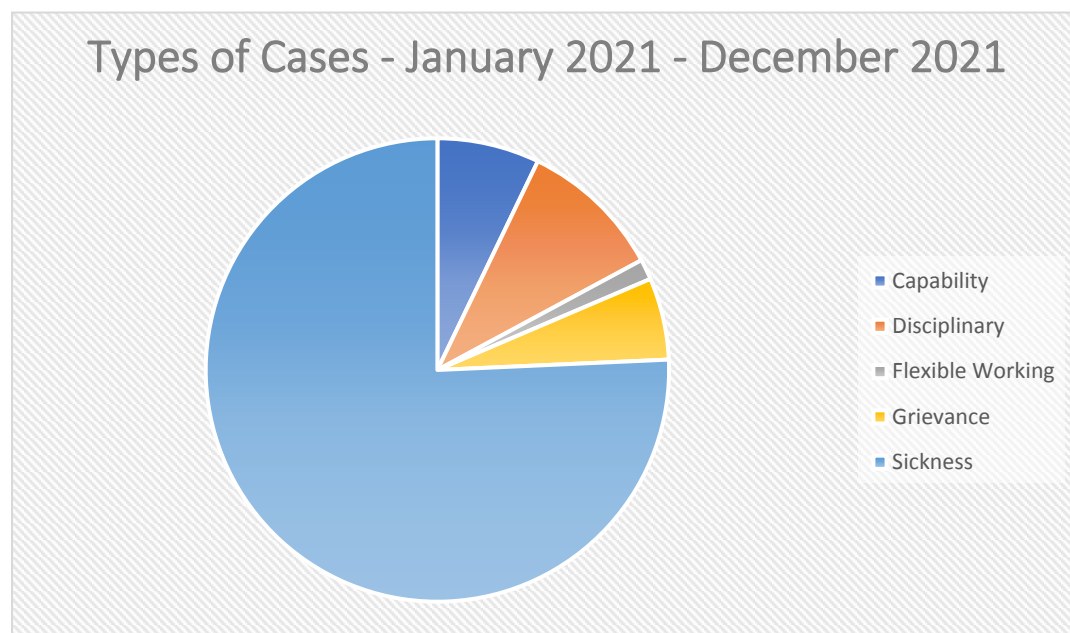
January 2021 – December 2021

Total No. of Cases	71
Cases open	49
Cases closed	22

(At the end of December 2021)

Summary of cases by type (January 2021 – December 2021)

Case Type	Total
Capability	5
Disciplinary	7
Flexible Working	1
Grievance	4
Sickness	54
Grand Total	71



SBC Policies & Procedures

Policy Name	Most Recent Review Date	Next Review Date	Cases being Managed under the policies
Alcohol and substance abuse	Feb-07	Apr-21	
Apprentices Policy	Nov-19	Nov-22	
Capability - now Managing Performance Policy	Oct-19	Oct-22	5
Dignity at work - code of practice	Dec-21	Dec-24	
Disciplinary	Jan-21	Jan-24	8
Disciplinary Policy for Directors under JNC		Sep-20	
Domestic Violence and Abuse	Oct-17	Nov-20	
Equality	Dec-19	Dec-22	
Family Friendly Policies	Oct-17	Nov-20 – being updated	
Grievance	Oct-20	Oct-23	4
Learning and Development Policy	Oct-20	Oct-23	
Leave Policy	July 202	Jul-23	
Managing Sickness Absence	Jan-19	Jan-22	54
Organisational Change	Jan-18	Jan-21 under review	
Probation	Not known	Aug-22	
Recruitment and Selection Policy / Secondment	Jan-19	Jan-22	
Redeployment	Jun-16	May-22	
Smart Working / Flexible Working	Oct-17	Oct-20 under review (to incorporate hybrid working)	1
Smoke Free	Mar-06	Dec-21	
Policy and guidance- to support trans-employees	Sep-20	Sep-23	

It is recognised that some of the policies have not been reviewed as currently work is underway to revise / review and modernise all HR polices and procedures in 2022.

MEMBERS' ATTENDANCE RECORD 2021/22

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	12/07/21	19/10/21	20/01/22	12/04/22
Ali	P	P		
Basra	P	P		
Bedi	P	P		
Brooker	P	P		
Carter	P	P		
Dhaliwal	P	Ap		
Gahir	P	P		
Qaseem	P	Ab		
Smith	P	P		

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

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