Date of issue: Wednesday, 14 June 2023

MEETING	**EMPLOYMENT COMMITTEE** (Councillors Zarait (Chair), Khawar, Bedi, Escott, D. Parmar and Qaseem)
DATE AND TIME:	THURSDAY, 22ND JUNE, 2023 AT 6.30 PM
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
DEMOCRATIC SERVICES OFFICER: **(for all enquiries)**	MADELEINE MORGAN 07736 629 349

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.

STEPHEN BROWN
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.

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Employment Committee	To be responsible for all the functions relating to the Council's responsibilities as an employer and for Local Government Pensions.	Staffing matters generally are dealt with by Officers under the Scheme of Delegation.
	1. To determine matters relating to the conditions of service of Chief Officers and Deputy Chief Officers in accordance with the Council's Officer Employment Procedure Rules, with the exception of those functions that are the responsibility of the Investigating and Disciplinary Committee (for statutory governance officers), the Appointments Committee or the Appeals Committee.	
	2. To make recommendations to Full Council on roles over £100,000 and pay policy.	
	3. To consider and agree reports on major changes in Human Resource Management and to monitor performance in the following areas: • HR Policies and Practices • Equal Opportunities and Diversity in Employment • Workforce Planning and Monitoring • Learning and Development • Communication and Consultation • Employee Well Being • Risk, Health and Safety Management	

Part 3.4 – Responsibility for Council Functions, Constitution May 2023

Council May 2023

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Employment Committee – Meeting held on Tuesday, 21st March, 2023.

Present:- Councillors Ali (Chair), Ajaib, Basra, M. Bedi, Gahir, Qaseem and Smith

Apologies for Absence:- Councillors Bal and Grewal

PART 1

30. **Declarations of Interest**

   No interests were declared.

31. **Minutes of the Meeting held on 22nd December 2022**

   Resolved – That the minutes of the meeting held on 22nd December 2022 be approved as a correct record.

32. **Grievance Policy and Procedure Report**

   The Project Manager for Transformation outlined the main points of the report, which provided a revised grievance policy for Committee approval. The Project Manager explained that the revised policy sought to reduce formal grievances to a minimum by enabling managers and employees to resolve issues in the workplace before invoking a formal grievance. The revised policy also took into account lessons learned from previous cases.

   Questions from Members included on data available on grievance complaints, whether the timescale given of 6 weeks as the normal duration for a grievance investigation was achieved, and on whistleblowing. It was explained that while there were no figures available currently on grievance complaints, overall the number was very low. On the 6 weeks timescale this was not currently being achieved and officers were working to improve on this. It was also explained that whistleblowing was a separate policy but that numbers on this were also currently low.

   There was some concern that at the informal stage a complainant may not have anyone to support them in their complaint but officers clarified that complainants could have support at every stage of the grievance procedure. There was also a question of how long records would be kept for in grievance cases and the Project Manager explained that while she did not have the answer to this she could check the policy on record-keeping and let Members know this.

   Finally Members agreed with the statement in the report that it would be essential that once approved there would be appropriate communication and training for all staff, as it was vitally important that all staff were made aware of the revised policy.

Resolved – That the Committee approved the revised Grievance Policy and Procedure.

33. **Recruitment Direction Report**

The Monitoring Officer introduced the report, outlining that it had been noted at Cabinet the previous evening. The report set out why the recruitment direction had been brought in and the rationale behind it. The Posts covered by the report were also set out in the appendix. The Monitoring Officer drew Members' attention to the Commissioners' comments on the need to review this area of work on a regular basis to ensure the improvements needed were delivered.

In answer to questions regarding the list of third tier posts by directorate, the Monitoring Officer explained that the list could change and was a moveable feast; not all of the posts on the list had been filled yet. There were still vacancies across the organisation including at senior levels, and significant numbers of vacancies in finance and ICT, the Council had a big recruitment agenda and hoped to fill these vacancies by direct recruitment. There was concern from some Members on the number of vacancies in the finance department and the possible domino effect of this on the functioning of the Council. Officers explained that this was under constant review, and two deputies were currently employed in the finance department on an interim basis.

Members suggested a 'traffic light' system to flag up where there were vacancies of critically important roles, and officers agreed this was a good idea which they would suggest to CLT. There was also regular monitoring and reporting to CLT by HR on where there were senior vacancies that needed to be filled. If critical these could be filled on an interim basis and this had been done in some cases, as recruitment of qualified people for senior roles was difficult in the current nation-wide recruitment environment.

Members also raised the need to ensure staff well-being where other team members were affected by a vacant position in a team, especially at senior level. Officers agreed and outlined steps that were in place to support staff including hybrid and flexible working opportunities, well-being activities and the employee assistance programme. HR were conscious of staff well-being, and the planned staff-survey would be useful in terms of getting feedback from staff on what was needed.

There were questions on specific vacancies which had been hard to fill, including in scrutiny, and on upskilling existing staff to enable progression. Officers admitted some posts were difficult to fill where applicants did not have the skill-set required, even when advertised in specialist press, and in some cases the position may be advertised at a higher grade if it could not be filled. In terms of upskilling existing staff, all Council vacancies were advertised internally first, giving existing staff the opportunity to apply for any advertised role including on progression.

Members asked for further details on the cross-council workshops mentioned in the report which had identified issues and quick wins which could be taken by services and HR. Officers did not have details on this but agreed to update Members by email in the near future.

Resolved – The Committee noted the contents of the report.

34. **Performance Management of Chief Officers update**

The Monitoring Officer introduced the report, which was an update to the report on the same subject presented to the last Committee in December. The report included feedback on areas where this was requested to be reported back to the Committee.

Members asked whether an exit interview was usual practice for staff leaving the Council and it was explained that this was usual practice although had not happened as regularly as was hoped. Officers explained that this could be to do with the circumstances of a member of staff's departure and the timeframe involved. Members had no further questions on this update report.

Resolved – The Committee noted the updated actions on the learning points highlighted in the report in December 2022.

35. **Attendance Record**

Resolved – That details of the Members' Attendance Record 2022/23 be noted.

36. **Exclusion of Press and Public**

The Committee was able to conduct all business in the public part of the meeting without disclosing any of the exempt information in Part II of the published agenda. It was therefore not necessary to exclude the press and public.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.30 pm)

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Slough Borough Council

Report To:	Employment Committee
Date:	22 June 2023
Subject:	Workforce Equality Data Report
Chief Officer:	Sarah Hayward
Contact Officer:	Surjit Nagra Associate Director -HR, Christine Ford Diversity & Inclusion Lead.
Ward(s):	All
Exempt:	No
Appendices:	A - Workforce Equality Data Report B - Further Update on Ethnicity Reporting.

1. Summary and Recommendations

1.1   This report presents Committee Members with the Workforce Equality Data Report. This includes employee equality profile information and analysis (snapshot date of 31 December 2022) and additional actions taken to promote equality and inclusion within the Slough Borough Council workforce.

Recommendations:

The Committee is recommended to review and note the Workforce Equality Data Report.

Reason:

The council is committed to being an inclusive employer. Under the Equality Act 2010, the Council has various duties, including the public sector equality duty. Collection, monitoring and publication of workforce equality data can support the Council to meet this duty. Publishing data such as ethnicity pay gap reports and other employee data in an anonymised format is one-way employers can understand whether unjustifiable disparities exist between different groups of staff based on specific protected characteristics.

Commissioner Review

Commissioner comments have been included in the papers.

2. Report

Introductory paragraph

Regulations made under the Equality Act 2010 require specified bodies to publish gender pay gap information. In addition public bodies must publish information to demonstrate its compliance with its duty under s.149 of the Act. Section 149 (known as the public sector

equality duty (PSED)) requires the council, when exercising its functions, to have due regard to the need to :

a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010

b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The information required to be published under the regulations is not prescribed but includes information relating to persons who share a relevant protected characteristic who are (a) its employees; (b) other persons affected by its policies and practices. This report relates to the first category. As an organisation, we are working hard to improve the accuracy of our workforce data and ensure our HR policies, practices, and procedures provide an inclusive and responsive workplace for all colleagues. The Workforce Equality Data Report (Appendix A) takes a snapshot of the workforce as of 31 December 2022 and is published on the council website. The full report will be updated at least annually (by 30 March 2024), and at interim periods as additional workforce data and strategic objectives are developed (October 23).

3. Background

3.1 The council has gone through an unprecedented period of organisational change over the past 3 years and, like many local authorities, is also managing the impact of the pandemic. Whilst it has complied fully with its legal obligations under the Equality Act (2010) to publish its gender pay gap annually, it has not been fully compliant in its publication of workforce data. This report marks a return to compliance with the workforce element of the Public Sector Equality Duty (PSED) and we are working with the Equality and Human Rights Commission to ensure full compliance with all elements of the PSED by October 2023. As we begin our journey of recovery and improvement, we want to ensure that inclusion, dignity and respect is at the heart of everything we do as an employer. This report is a starting point to understand where we are now and where we want to be in the future, as we rebuild and stabilise our permanent workforce.

3.2 The report shows that the council employs more female staff than male staff. This is consistent with national employment trends in local government and is reflective of the wide range of job roles and services provided by a unitary authority. However, whilst female staff outnumber male staff in all salary bands up to £69,999, there are disproportionately more female staff in the lowest salary bands, and more male staff than female staff in the most senior salary bands (above £70,000).

3.3 Most employees are aged between 35 and 64 years of age, with c.30% of staff being ages between 45 and 54 years of age.

3.4 Just over 6% of employees have declared a disability. However, almost 70% of employees have not disclosed their disability status.

3.5 With over 50% of employees not declaring a broad ethnic group, our analysis of ethnicity profiles of staff remains limited. However, since the publication of the report, additional work has been untaken to analyse the more detailed ethnic groups category

in Agresso (the HR and Payroll system, which contains all staff data) and reconcile this with the broader groups (see Appendix B –Further Update on Ethnicity Reporting).

3.6 Work is being undertaken to encourage staff to update their diversity information via confidential "self-service" in the Agresso system. The staff network group chairs are delivering a campaign, including a video, to show staff how to complete this and explain why it is so important to help us better understand what actions we can take to improve diversity at all levels of the organisation. The aim is that overall declaration rates amongst existing staff will have improved across all diversity categories, but particularly for disability status and ethnicity by the time of the next snapshot reporting date (31 December 2023).

It is recognised that more work needs to be undertaken to improve the equalities monitoring information available on applicants that is collected and analysed as part of the recruitment process. To aid this the HR team are working on the introduction of a new Applicant Tracking System (ATS) within the next 12 weeks. The new ATS will give us the ability to collect and report on any diversity information that has been declared by the applicant. This can be tracked from the point of application, through the selection process to the appointment to a post. We will also be able to access (where this has been declared and recorded by the agency), the diversity information of temporary and interim staff.

3.7 In addition to the workforce equality profiles, the Workforce Equality Data Report (Appendix A)), also details recent work to promote inclusive HR policies and procedures, including an updated Dignity at Work Code of Conduct, Guidance to support Trans Employees and Guidance on Menopause in the Workplace. Additionally, all organisational change processes continue to be subject to an equalities impact assessment, whereby the impacts of staffing restructures on different employee groups are assessed.

3.8 The Workforce Equality Data Report) includes further information on the work of the employee network groups (REACH, Women's Network and Disability Forum). These groups are being re-invigorated to enable better feedback between the groups and Corporate Leadership Team, with each group now having a CLT Executive sponsor in place and the Chairs delivering a quarterly report to CLT on network activities and key issues. The groups have been key in encouraging dialogue and work together as well as on separate priorities.

3.9 The Government has recently published guidance on ethnicity pay reporting for employers. Whilst much of the guidance mirrors the approach taken for gender pay gap reporting, it is recognised that ethnicity pay reporting is much more complex than gender pay reporting as you are analysing more than 2 groups. Employers may have to make decisions about how to combine different ethnic groups to ensure their results are reliable and statistically sound and to protect confidentiality. It is also important to carefully analyse the underlying causes for any pay disparities and this helps in understanding whether unjustifiable disparities exist between different ethnic groups and in turn provides an evidence base from which to develop action plans. It should not be assumed that disparity is a result of discrimination. A pay gap between protected groups is not the same as unequal pay. Unequal pay means that employees performing equal work or work of equal value are not receiving equal pay. A pay gap is a measure of difference between average earnings and is not a comparison of individual employees.

3.10 The council is committed to being an inclusive employer and seeks to place employees at the centre of its recovery process. Data analysis is the starting point for evidence – based interventions to improve diversity and inclusion across the organisation and ensure HR policies and processes are fair and accessible to all employees. The Workforce Equality Data Report will be updated as further HR and workforce data becomes available and further actions to support workforce –related equality objectives are agreed. Work is continuing to develop future actions and the responses of the recent staff survey will also be analysed by equality group to provide further insights into employee experiences in the workplace, by different groups.

4. Implications of the Recommendation

4.1 Financial implications

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

4.2 Legal implications

The Equality Act 2010 contains various duties in relation to workforce duties. This includes, but is not limited to, the public sector equality duty, the duty to have up to date equality objectives and to publish equality information. There is a specific duty to publish data on the gender pay gap. The Equality Act consolidated previous discrimination legislation and contains duties and responsibilities in relation to employment and work-related activities. There are specific duties in relation to equal pay between men and women. The Act makes it unlawful to discriminate, victimise or harass based on protected characteristic and places positive duties on employers to make reasonable adjustments to employees who have a disability. Some duties apply in the recruitment process, as well as during employment. Whilst it is lawful to have policies to encourage and promote roles to specific protected groups, there are only limited circumstances when it would be appropriate to require a person with a specific protected characteristic, for example a requirement for a female care worker if the role involved intimate care tasks.

When collecting and reporting on workforce date, the Council must comply with its data protection duties. Data about a person's protected characteristic, such as their ethnicity, sexual orientation or religion is classed as special category data under GDPR. This means that when collecting data, the Council must make sure their employees are aware of how the data will be used and how it will be kept safe and secure.

4.3 Risk management implications

Failure to publish information by the required deadline, risks legal challenge relating to non-compliance and potential investigation and intervention by the Equality and Human Rights Commission. Failure to address the long-term causes of inequality in the workplace can reduce staff morale and engagement, and ultimately impact recruitment and retention. Longer term it may also increase the risk of indirect and direct discrimination claims.

4.4 Environmental implications

There are no anticipated environmental implications

4.5   Equality implications

Analysing workforce equality profile data seeks to promote equality for all groups within the workplace by improving, through data insights, our understanding of how different policies and practices impact on different staff equality groups. Publication on the council website leads to greater transparency and accountability. Furthermore, analysis of staff equality profiles supports the council ambition to be representative of the communities it serves.

4.6   Workforce implications

The council is committed to being an inclusive employer, where employee diversity is valued and all staff have equal opportunity to thrive and progress their careers, irrespective of background.

5.   Background Papers

A - Workforce Equality Data Report
B - Further Update on Ethnicity Reporting

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Slough Borough Council
Workforce Equality Data Report
March 2023 (Updated Version June 2023)

Contents

Introduction

The council has gone through an unprecedented period of change over the past 3 years. The serious financial challenges the council faces, a council-wide restructuring programme, and the lasting impacts of the pandemic (including changes to working practices) has inevitably affected our workforce. As we begin our journey of recovery and improvement, we want to ensure that fairness, dignity, and respect is at the heart of everything we do as an employer. To attract and retain a skilled and motivated workforce who can deliver the best services to our residents, we need to foster an environment of equal opportunities and inclusion: where staff are treated with dignity and respect, diversity is welcomed and celebrated, and where everybody can perform their job to the best of their abilities, irrespective of their background.

As an organisation, we are working hard to improve the accuracy of our workforce data and ensure our HR policies, practices, and procedures provide an inclusive and responsive workplace for all colleagues.
Workforce equality monitoring helps us to do that by telling us if:

- Our workforce is representative of the communities we serve
- We are attracting and retaining diverse talent
- We are applying our Human Resources policies and procedures consistently
- When we restructure or change teams, we are doing this fairly and understand the impacts on different staff groups

This report presents a summary of the council's currently available workforce equality monitoring for the year 2022 and helps to describe how we are meeting our duties under the Equality Act 2010. The data used to describe the diversity profile of our workforce was taken from the "snapshot date "of 31 December 2022. Where salary information is stated, this is based on full time equivalent salaries (FTE). The structure of the council workforce has gone through significant change over the past 3 years, and this will continue over the short-term period as we reshape services. This has inevitably impacted our ability to conduct year on year trend analysis, but this report is a starting point for future analysis, as we continue our recovery journey.

The report also goes on to detail some of the other activities undertaken to help eliminate discrimination, promote inclusion, and celebrate diversity in our workforce.

Meeting the Public Sector Equality Duty, Equality Act (2010)

Regulations made under the Equality Act 2010 require specified bodies to publish gender pay gap information. In addition public bodies must publish information to demonstrate its compliance with its duty under s.149 of the Act. Section 149 (known as the public sector equality duty (PSED)) requires the council, when exercising its functions, to have due regard to the need to

a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The information required to be published under the regulations is not prescribed, but includes information relating to persons who share a relevant protected characteristic who are (a) its employees; (b) other persons affected by its policies and practices. This report relates to the first category.

Statutory Reporting – Equality Objectives

The PSED also requires us to publish at least one or more corporate equality objective every 4 years. The council is currently in the process of updating these via the refreshed Corporate Plan. The Corporate Plan sets out the vision and key priorities for the council over the next few years. It is anticipated that at least one of these equality objectives will relate to improving equality in our workforce. Specifically, the council is committed to developing programmes to encourage diversity at all levels of the organisation and is especially keen to ensure that at senior leadership levels there is a better reflection of its diverse resident base.

The current Corporate Plan can be viewed on our website. When the updated Corporate Plan has been agreed and been through public consultation you will be able to view it on our website.

Statutory Reporting - Gender Pay Gap

The Equality Act (2010) requires all organisations employing more than 250 staff to publish annually its gender pay gap. The council has consistently reported gender pay gaps significantly lower than the national average and is fully committed to promoting gender equality throughout its workforce. You can check the past 3 years gender pay gap reports on our website, including the latest report for 2022.

The Borough

To understand the information on our workforce in the wider context of the local demographic and specific equalities issues that face Slough as a town, a full equality profile of the borough, based on the latest Census data, can be found in the Slough Insights Data pack March 2023 – Slough Borough Council

Summary of key demographics from 2021 Census

Slough's total population at the time of the 2021 Census was 158,500

- **Age:** Slough's average age is 34, compared to 41 for the Southeast and 40 for England. 25% of Slough's population is under 15 years of age. This is compared to the England average of 18%. This is the second highest proportion of children under 15 in England and Wales (behind Barking and Dagenham)

- **Gender:** The borough has a slightly higher proportion of female residents (50.5%), than male (49.5%); 90% of residents had a gender identity the same as the sex registered at birth

- **Ethnicity:** Slough continues to be one of the most ethnically diverse towns in the UK. 46.7% of residents identify as Asian

  (compared to an England average of 10%), 36% of residents identify as White (compared to an England average of 81%), 7.6 % of residents identify as Black (compared to an England average of 4%) and 4% of residents identify as Mixed (compared to an England average of 3%)

- **Disability:** 26.3 % of Slough households include one of more disabled people (compared to an England average of 32%)

What diversity data do we monitor?

The Equality Act 2010 protects people from discrimination in the workplace and in wider society, in relation to nine protected characteristics:

- Age

- Disability

- Gender Reassignment

- Marriage and civil partnership

- Pregnancy and maternity

- Race

- Religion or belief

- Sex

- Sexual orientation

Staff diversity information is recorded via confidential "self –service" on the council's HR system. Whilst we encourage colleagues to self-disclose diversity data in relation to all the above protected characteristics, this is entirely voluntary and we also respect that due to a wide range of reasons, sometimes colleagues will not wish to disclose information for every category. Therefore, where data sets are incomplete, we have indicated levels of non-disclosure. We are committed to improving diversity declaration rates wherever possible, as this allows us to better understand our staff cohort and the impacts of our workforce policies and procedures.

This report focuses on Gender, Age, Disability and Ethnicity. As data collection on other categories improves, we will aim to publish analysis on this when available.

Workforce Profiles

On the snapshot date of 31 December 2022, the council employed **995** staff. (Permanent employees from Agresso) This includes permanent and directly employed staff and does not include agency or interim staff. It is acknowledged that the council currently has an elevated level of agency and interim staff; whilst there is significant recruitment of permanent staff underway to re-build a "right council" for Slough, as part of the recovery (especially in corporate support services), it is recognised that the current job and skills market remains challenging, and it is likely that there will remain a sizeable number of temporary staff in the short term. We are unable to provide equalities monitoring information on these individuals currently.

Data Recording Note

- Data quality outputs vary due to changes within the system. Some of these may be due to operational practice or methodological change. Data outputs and data validation from directorates is under review.
- For data recording purposes and openness and transparency kindly note that Inaccurate, inconsistent, missing and duplicate data pose threats to cultivating trustworthy data sets. Data quality is key focus for Slough Borough Council in utilising data for operational and strategic decision making. The data quality challenges that lead to inaccurate or misleading analytics results are continuously being reviewed as part of the wider 'data strategy and data standards' implementation.
- If you have any questions around the data please submit a request via our normal channels.
- Due to data reporting anomalies in the Agresso system, which are in the process of being worked through and resolved, there may be some rounding errors and some salary information that is labelled as N/A.

Gender Profile

Table 1. Gender profile

Gender Profile Type	Female	Male	Grand Total
Gender profile of the Council	58.19%	41.81%	100.00%
Gender profile of starters	52.94%	47.06%	100.00%
Gender profile of leavers	59.38%	40.63%	100.00%

Gender Profile figures are for Council is at 31/12/2022.
Gender Profile for Starters for Council is from 01/01/2022 – 31/12/2022.
Gender Profile for Leavers for Council is from 01/01/2022 – 31/12/2022.
Source: Agresso Reports

Gender profile across salary bands as percentage of the workforce

	< £15000	£15,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	>£70,000	N/A
F	4.72%	5.83%	13.87%	16.58%	10.45%	3.32%	0.80%	0.40%	2.21%
M	1.21%	0.90%	11.56%	13.17%	5.93%	1.61%	0.70%	1.01%	5.73%

Gender profile across salary bands as percentage of each band

	< £15000	£15,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	>£70,000
F	79.66%	86.57%	54.55%	55.74%	63.80%	67.35%	53.33%	28.57%
M	20.34%	13.43%	45.45%	44.26%	36.20%	32.65%	46.67%	71.43%
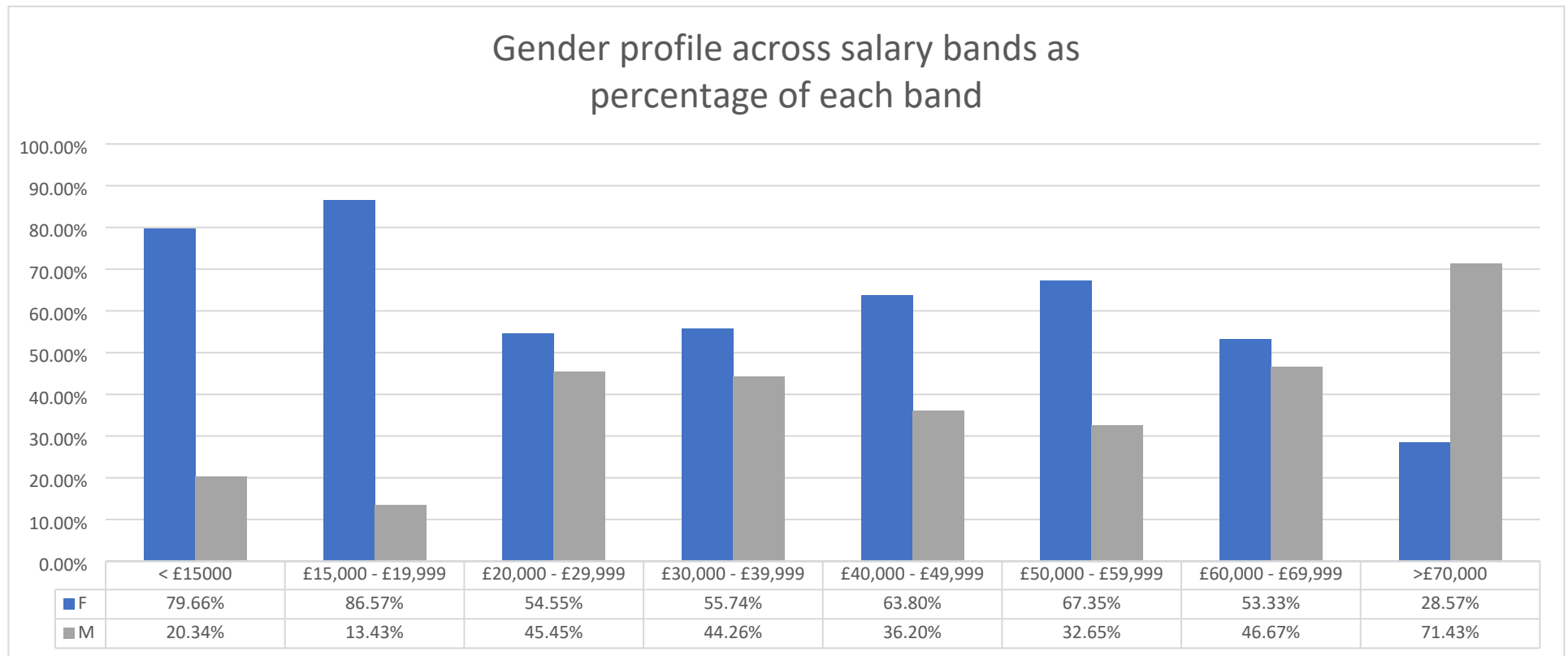
Key Highlights (Gender)

- The council employs more women than men. This is consistent with the gender profile seen nationally across local government.

- Although women outnumber men in all pay bands up to £69, 999 (FTE), there are disproportionately more women than men in the lowest pay bands, and more men than women in the most senior pay band (over £70,000 FTE).

- The proportion of women leavers is broadly proportionate with the overall proportion of women in the workforce Conversely the proportion of women joining the organisation in 2022 has been slightly lower.
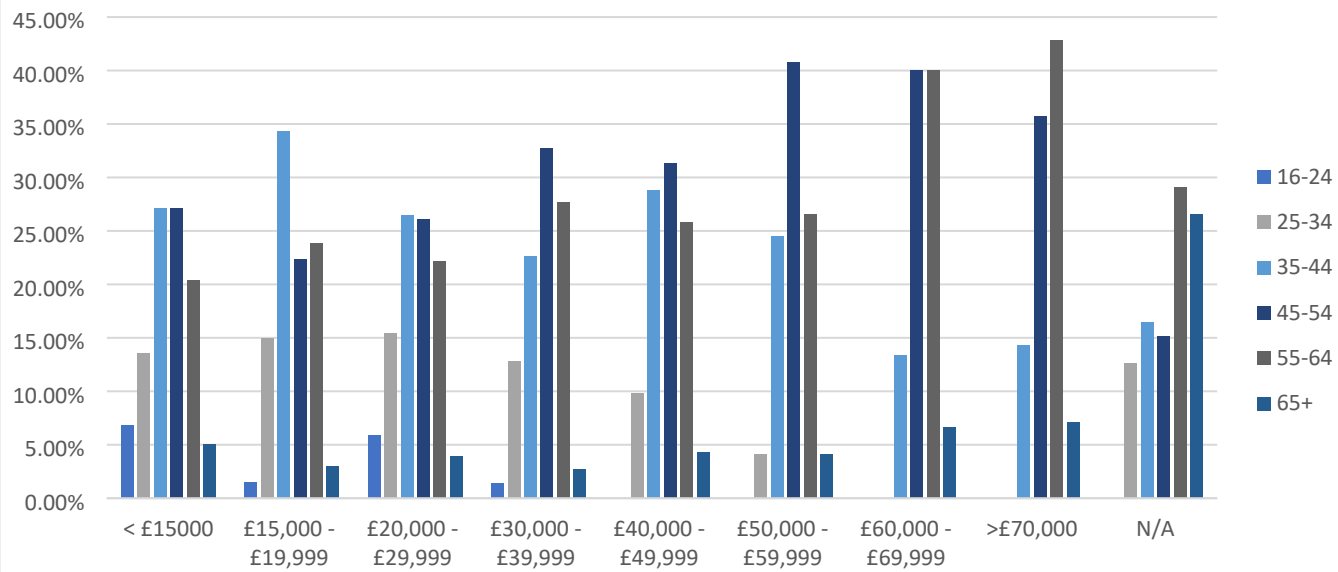
Age Profile

Table 2. Age Profile

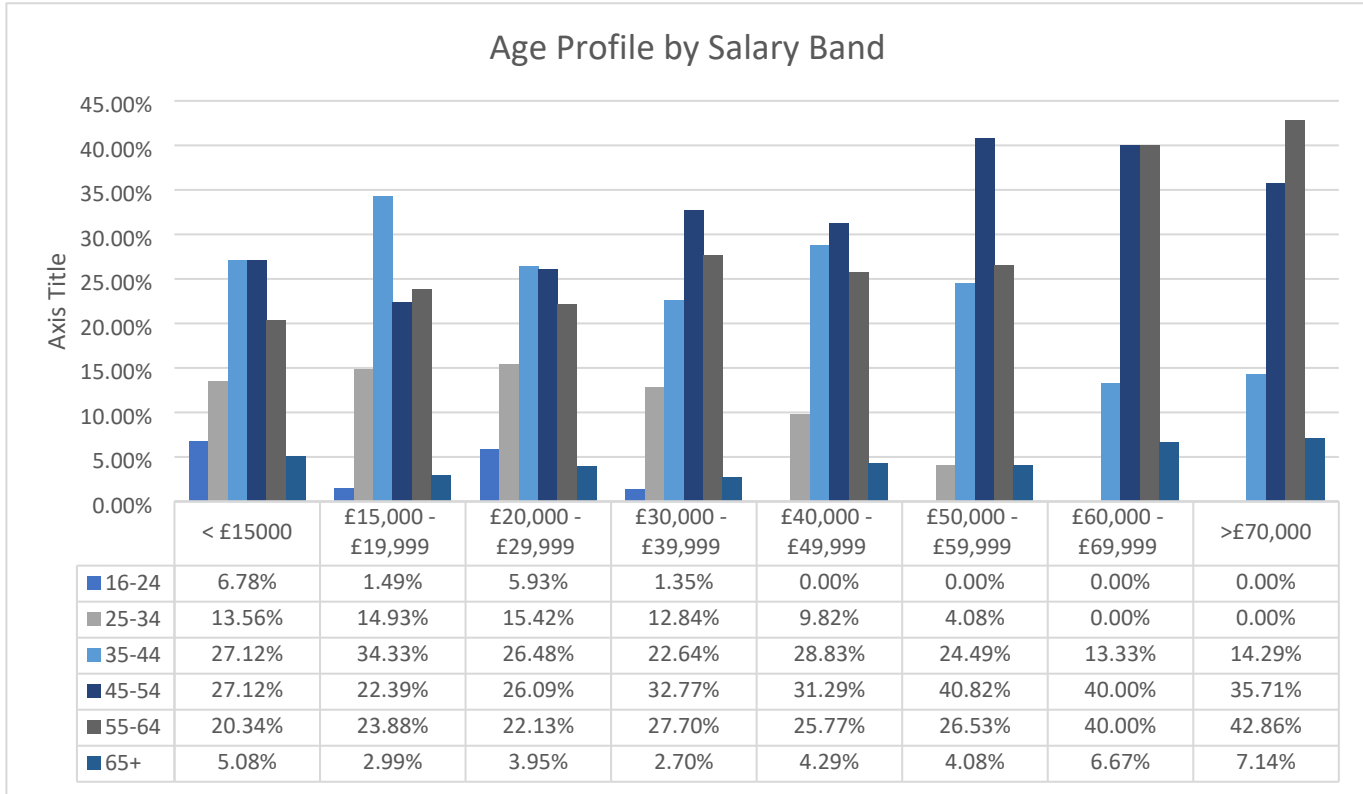| Age Profile Type	16-24	25-34	35-44	45-54	55-64	65 Plus	Grand Total
Age profile of the Council	2.41%	12.36%	25.03%	28.94%	25.73%	5.53%	100.00%
Age profile of starters	7.30%	13.87%	20.44%	29.93%	21.17%	7.30%	100.00%
Age profile of leavers	7.98%	22.09%	24.54%	14.11%	20.25%	11.04%	100.00%

Age Profile figures are for Council is at 31/12/2022.
Age Profile for Starters for Council is from 01/01/2022 – 31/12/2022.
Age Profile for Leavers for Council is from 01/01/2022 – 31/12/2022.

Age Profile by across salary bands as percentage of the workforce

Legend:
- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

X-axis categories: < £15000, £15,000 - £19,999, £20,000 - £29,999, £30,000 - £39,999, £40,000 - £49,999, £50,000 - £59,999, £60,000 - £69,999, >£70,000, N/A

Age Profile by Salary Band

	< £15000	£15,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	>£70,000
■ 16-24	6.78%	1.49%	5.93%	1.35%	0.00%	0.00%	0.00%	0.00%
■ 25-34	13.56%	14.93%	15.42%	12.84%	9.82%	4.08%	0.00%	0.00%
■ 35-44	27.12%	34.33%	26.48%	22.64%	28.83%	24.49%	13.33%	14.29%
■ 45-54	27.12%	22.39%	26.09%	32.77%	31.29%	40.82%	40.00%	35.71%
■ 55-64	20.34%	23.88%	22.13%	27.70%	25.77%	26.53%	40.00%	42.86%
■ 65+	5.08%	2.99%	3.95%	2.70%	4.29%	4.08%	6.67%	7.14%

Key Highlights (Age)

☐ Almost 80% of the council's workforce is aged 35-64 years, with around 29 % of employees being in the 45-54 age category

☐ In 2022, nearly 50% of new starters were aged between 35-54 years.

☐ Around a quarter of all leavers in 2022 were aged 35-44 years, with around 11% of leavers being over 65 years of age.

## Disability Profile

Table 3. Disability Profile

Disability Profile Type	Disabled	Non-disabled	Prefer not to say	Undisclosed	Grand Total
Disability profile of the Council	6.23%	19.90%	5.03%	68.84%	100.00%
Disability profile of starters	0.73%	7.30%	0.00%	91.97%	100.00%
Disability profile of leavers	6.75%	22.70%	2.45%	68.10%	100.00%

Disability Profile figures are for Council is at 31/12/2022.
Disability Profile for Starters for Council is from 01/01/2022 – 31/12/2022.
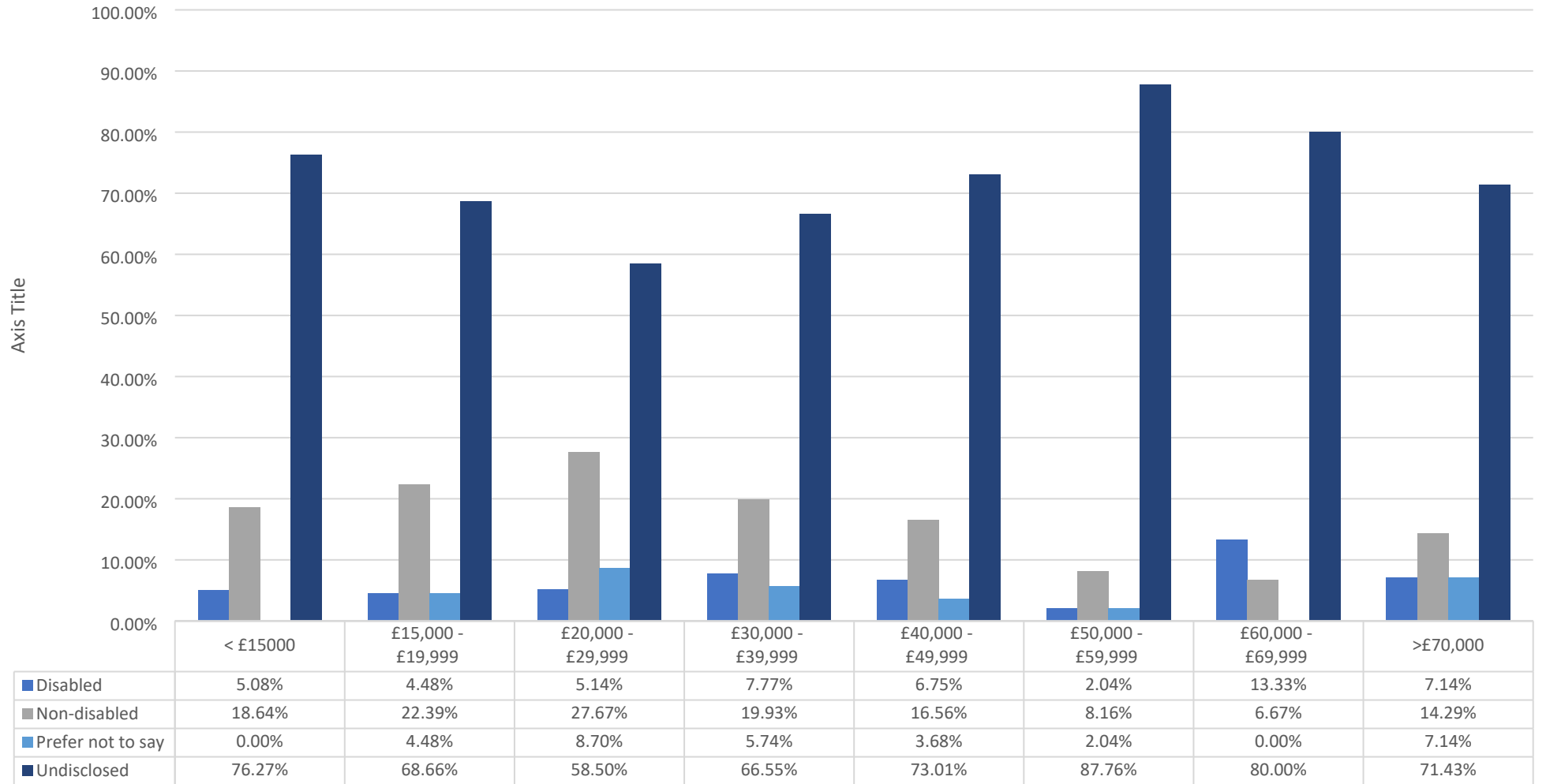*Disability Profile for Leavers for Council is from 01/01/2022 – 31/12/2022.*

Disability profile across salary bands as percentage of the workforce
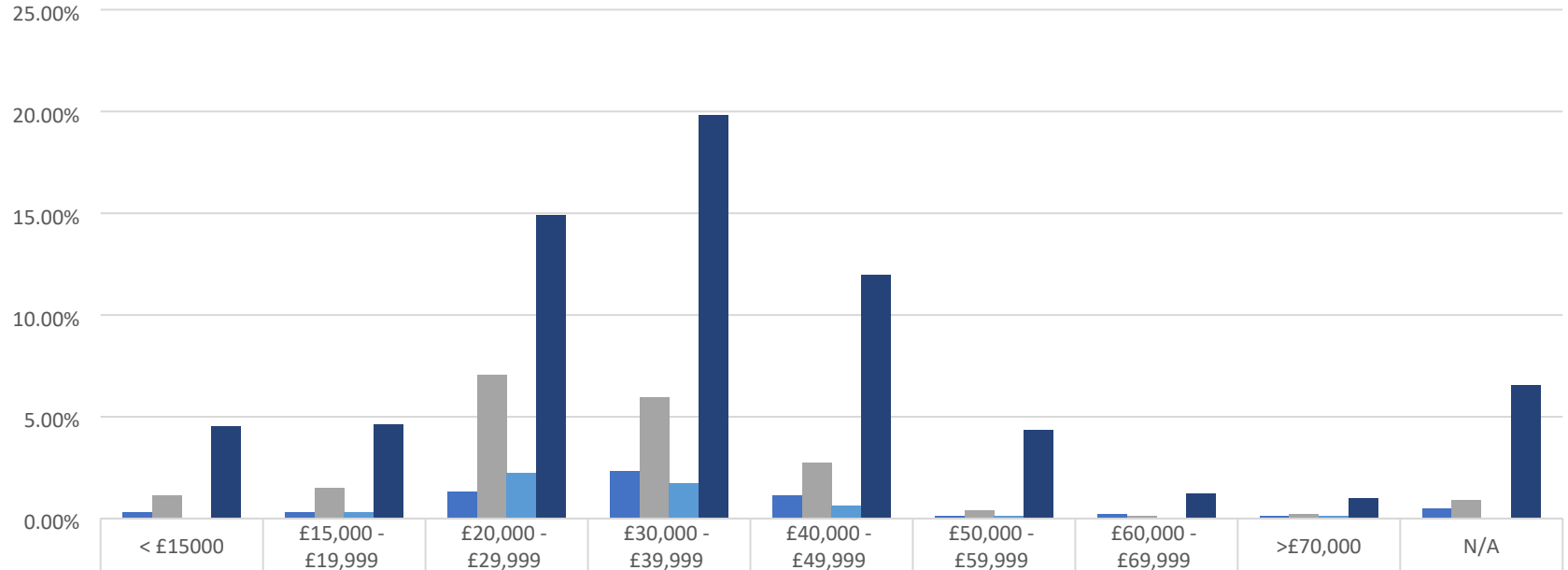
	< £15000	£15,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	>£70,000	N/A
Disabled	0.30%	0.30%	1.31%	2.31%	1.11%	0.10%	0.20%	0.10%	0.50%
Non-disabled	1.11%	1.51%	7.04%	5.93%	2.71%	0.40%	0.10%	0.20%	0.90%
Prefer not to say	0.00%	0.30%	2.21%	1.71%	0.60%	0.10%	0.00%	0.10%	0.00%
Undisclosed	4.52%	4.62%	14.87%	19.80%	11.96%	4.32%	1.21%	1.01%	6.53%

Disability profile across salary bands as percentage of band

	< £15000	£15,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	>£70,000
Disabled	5.08%	4.48%	5.14%	7.77%	6.75%	2.04%	13.33%	7.14%
Non-disabled	18.64%	22.39%	27.67%	19.93%	16.56%	8.16%	6.67%	14.29%
Prefer not to say	0.00%	4.48%	8.70%	5.74%	3.68%	2.04%	0.00%	7.14%
Undisclosed	76.27%	68.66%	58.50%	66.55%	73.01%	87.76%	80.00%	71.43%

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Key Highlights (disability)

- Nationally, disabled people face many barriers in employment and the employment rate of disabled people is significantly lower than that of non-disabled people. As a Disability Confident employer, the council is committed to identifying and removing these barriers and will continue to take action to improve how we recruit and retain disabled talent.

- In 2022, just over 6% of the workforce stated that they have a disability. However, almost 70% of employees had not disclosed their disability status, and it is accepted that the council needs to better understand the reasons behind this and encourage greater staff disclosure. It is also understood that disability may be acquired during employment and an employee's status may change and so more awareness around regularly updating this are required.

- Furthermore, 92% of new starters in 2022 have not declared whether they have a disability.

- The council has a duty to make reasonable adjustments to make sure employees with disabilities, or physical or mental health conditions, are not substantially disadvantaged when doing their jobs. However, the council must be aware of the disability and need for support to address any barriers experienced and therefore this will remain a key part of the ongoing work to encourage colleagues to provide their diversity data. An additional category in the HR system allows staff to input more detail on the nature of their disability. This information will be useful to review future analysis of the effectiveness of policies to support disabled employees, including reasonable adjustments.

## Ethnicity Profile

Table 4. Ethnicity Profile

Ethnicity Profile Type	Asian or Asian British	Black or Black British	Mixed	White	Chinese or Other ethnic Group	Undisclosed
Ethnicity profile of the Council	16.30%	5.42%	0.81%	19.94%	0.41%	57.12%
Ethnicity profile of starters	14.60%	3.65%	0.00%	10.22%	0.00%	71.53%
Ethnicity profile of leavers	15.34%	4.91%	2.45%	15.95%	0.00%	61.35%

Ethnicity Profile figures are for Council is at 31/12/2022.
Ethnicity Profile for Starters for Council is from 01/01/2022 – 31/12/2022.
*Ethnicity Profile for Leavers   is from 01/01/2022 – 31/12/2022.*

Ethnicity profile across salary band a percentage of workforce
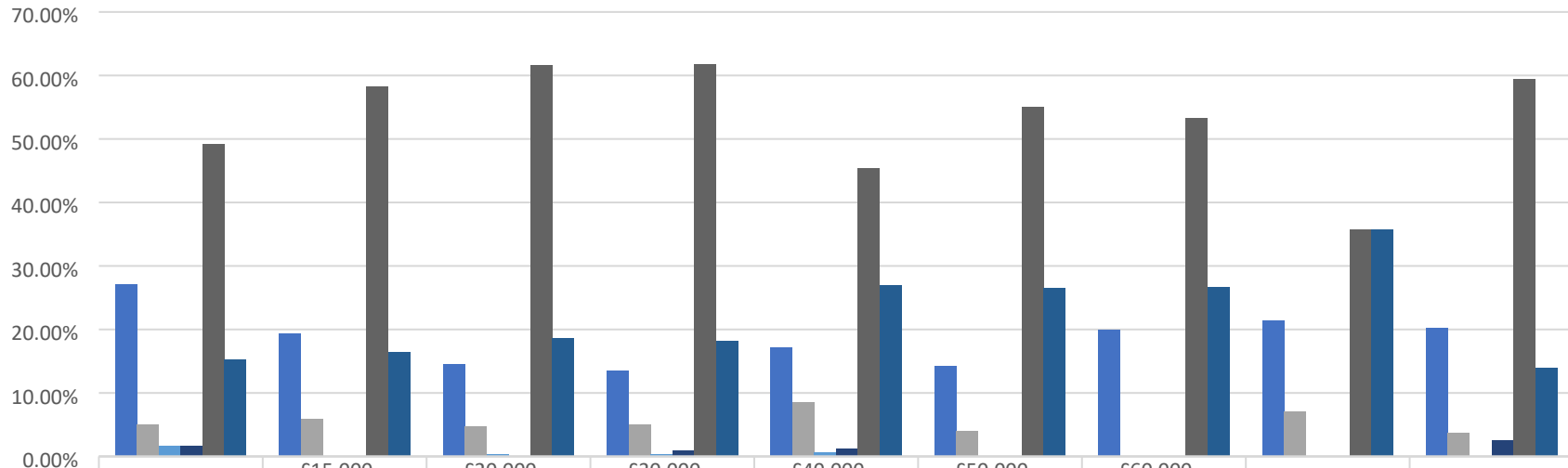
	< £15000	£15,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	>£70,000	N/A
■ Asian or Asian British	27.12%	19.40%	14.62%	13.51%	17.18%	14.29%	20.00%	21.43%	20.25%
■ Black or Black British	5.08%	5.97%	4.74%	5.07%	8.59%	4.08%	0.00%	7.14%	3.80%
■ Chinese or Other ethinic Group	1.69%	0.00%	0.40%	0.34%	0.61%	0.00%	0.00%	0.00%	0.00%
■ Mixed	1.69%	0.00%	0.00%	1.01%	1.23%	0.00%	0.00%	0.00%	2.53%
■ Undisclosed	49.15%	58.21%	61.66%	61.82%	45.40%	55.10%	53.33%	35.71%	59.49%
■ White	15.25%	16.42%	18.58%	18.24%	26.99%	26.53%	26.67%	35.71%	13.92%

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Ethnicity profile across salary bands as percentage of band

	< £15000	£15,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	>£70,000
Asian or Asian British	27.12%	19.40%	14.62%	13.51%	17.18%	14.29%	20.00%	21.43%
Black or Black British	5.08%	5.97%	4.74%	5.07%	8.59%	4.08%	0.00%	7.14%
Chinese or Other ethinic Group	1.69%	0.00%	0.40%	0.34%	0.61%	0.00%	0.00%	0.00%
Mixed	1.69%	0.00%	0.00%	1.01%	1.23%	0.00%	0.00%	0.00%
Undisclosed	49.15%	58.21%	61.66%	61.82%	45.40%	55.10%	53.33%	35.71%
White	15.25%	16.42%	18.58%	18.24%	26.99%	26.53%	26.67%	35.71%
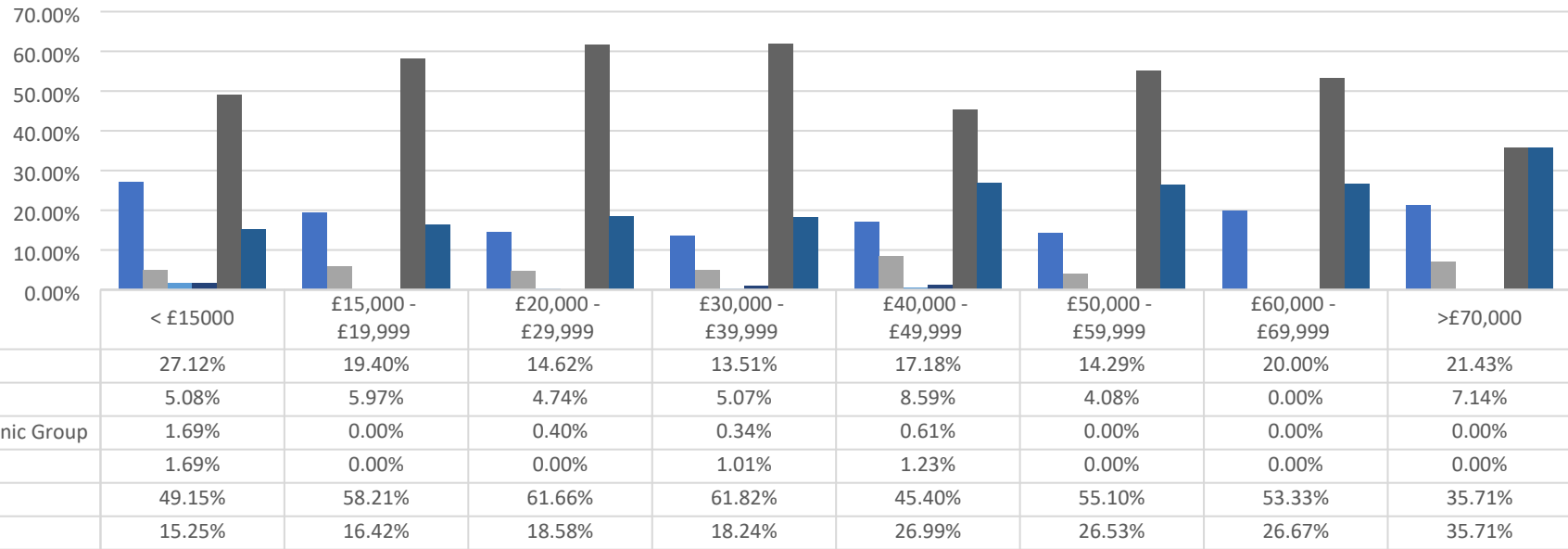
Key Highlights (ethnicity)

☐ The current levels of non-disclosure of ethnicity mean that it is difficult to provide any significant analysis in this area. Over 50% of staff have not declared a broad ethnic group category. Around 70% of new starters in 2022 had not disclosed this.

☐ The council recognises that it needs to improve on the declaration rates of employees' ethnicity. This is partly due to how ethnicity data is currently categorised on the Agresso HR system but also ensuring that employees are aware of how to update this themselves and are comfortable doing so

☐ The HR system does record a detailed ethnicity/nationality grouping and work is being done to reconcile this with broader ethnic groups. The government has recently published guidance on how to use ethnicity groupings data for analysis of ethnicity pay gaps. It acknowledges that this is much more complex that analysing gender pay gaps and employers may have to make decisions about how to combine different ethnic groups to ensure their results are reliable and statistically sound and to protect confidentiality.

Supporting Equality and Diversity in the Workplace

Corporate Buildings

The council's Head Office, Observatory House, is fully accessible and includes a multi-faith prayer/quiet room and both gender neutral and separate sex toilet facilities on each floor.

Equality Impact Assessments

Equality Impact Assessments (EIAs) are undertaken to support our decision-making and are published with the relevant reports on the council website. Significant decisions relating to the workforce will be reported to the Employment and Appeals Committee. An EIA is a systematic check against the requirements of the Public Sector Equality Duty with regard to different equality groups. EIAs help us to understand how a decision might impact different people and enables us take action to ensure that we meet needs and promote equality.

When assessing the equality implications of decisions affecting our workforce, EIAs are carried out whenever there is a major organisational restructure that affects employees as set out in the Organisational Change policy, and to support policy formulation and review.

Inclusive Workforce Policies

HR policies are subject to an equality impact assessment (EIA) to ensure that they are fair and accessible to all staff and consider the needs of all equality characteristics. The council has recently commenced a programme of review and update of its policies and has established Policy Review Panels, which include representatives from the Staff Network Groups (see below) to provide wider staff consultation generally, and comment on specific equalities issues as necessary

The revised *Organisational Change Policy and Procedure* requires managers to conduct an EIA at beginning of any proposed staffing change, considering any equalities concerns raised through the consultation period, with a final EIA being completed at the conclusion of the process.

The council has a range of *Family Friendly and Leave Policies*, including flexible and agile/hybrid working and support for those with caring, volunteering and fostering responsibilities. The council also offers enhanced maternity and adoption pay.

Recent policy development has included a fully updated *Dignity at Work Code of Conduct* (dealing specifically with discriminatory or offensive behaviours and how to raise concerns both formally and informally), *Policy and Guidance to Support Trans Employees* and Guidance on *Menopause in the Workplace.* A dedicated intranet page has been built with additional information and resources to raise awareness of menopause and its impact on employees.

Wellbeing and Mental Health

The council offers all employees access to a free and confidential 24-hour Employee Assistance Programme to support wellbeing both in and out of the workplace.
The council has recently developed a *Managing Stress at Work Code of Practice* to support managers with identifying and supporting staff suffering from workplace stress.

Learning & Development

The council provides a range of learning opportunities including mandatory training on Equality in the Workplace. All employees have access to an extensive on-line e-learning catalogue as well as face to face courses. The Diversity and Inclusion Lead, based in Human Resources, is available to support managers with ad hoc training as required and can provide expert advice on inclusion matters.

Slough Borough Council has taken on 39 Apprentices in the last financial year and works with schools to promote and encourage use of apprentices.

Recruitment & Retention

The council has a policy of advertising all vacancies internally for 2 weeks before going out to external advert (exceptions are made for positions where there is a shortage of skills internally)
All roles are advertised on our website, and we have adapted our application process to ensure it is simpler and more accessible for candidates.

The council is a Disability Confident employer and offers a guaranteed Interview Scheme for any candidate who declares a disability and meets the essential criteria of the role.

The council proactively works with applicants and employees to support Reasonable adjustments for those with disabilities.

Applicants are asked to submit equalities information with their application (although this is entirely voluntary). This is removed from the application prior to any shortlisting and is collected entirely for monitoring purposes

All job advertisements include the strapline "We Value Diversity" and that we encourage application from under-represented groups.

The council is currently updating its Recruitment Policy and Procedures and further equalities data on applicants and recruitment will be published as soon as it is available.

Staff Networks

The council is committed to promoting dialogue and engagement with diverse staff groups and currently has the following networks in place:

R.E.A.C.H (Race Equality and Celebrating Heritage) Network:

Established in 2021, following an all-staff survey into race equality and staff support, R.E.A.C.H Network is an employee-led resource group for any employee who has an interest in promoting race equality in the workplace, and/or self-identifies their ethnicity as being part of a minority group.

The network exists to
o To support anyone who self-identifies their ethnicity as being part of a minority group.
o To enable ethnic minority staff to feel that they are part of and have a vital role to play within the Council.
o To discuss issues around race equality in the workplace, particularly those that affect ethnic minority staff with key decision makers within the Council.
o To assist in formulating new and reviewing existing policies and procedures.
o To assist the SBC in meeting its statutory obligations regarding its duty under the Equality Act 2010.
o To assist in the identification of training needs, advise on the provision of courses to meet those needs, and on the content of courses with equality and diversity implications as they relate to ethnic minority staff.
o To provide an arena for staff to raise their concerns and participate in equalities related discussions, in a safe and confidential environment.
o To provide an opportunity for staff to update each other on local and national policy and developments.
o To work alongside other employee resource groups to promote equality of opportunity and diversity and inclusion in the workplace.

- o Review of HR policies and procedures, including Dignity at Work and Grievance
- o Work with HR to improve ways of recording ethnicity on the HR System and encourage staff to self – declare
- o Raised profile of race equality issues though CLT (Corporate Leadership Team) sponsorship
- o Organised an in-person staff event to celebrate Black History Month and celebrate staff diversity
- o Held bi-monthly meetings for staff

REACH's priority areas for this year include:

- Improvement of equality data insights to improve awareness of workforce policy and practice impacts
- Improvement of equality, diversity, and inclusion training offer
- Continued celebration of cultural events
- Support for the development of mentorship programme

SBC Women's Network

The SBC Women's Network was established in 2018. This was the first year of statutory gender pay gap reporting, and the network was formed in response to this as part of an action plan to improve gender equality.

The network exists to:

- o Raise awareness around gender and diversity issues
- o Work collectively to improve policies and institutional practices that affect women in the workplace
- o Offer employees at all levels in the organisation, the opportunity to meet informally and discuss issues in the workplace that matter to them
- o Provide peer –based support, sharing experience and knowledge in a confidential "safe space"
- o Provide consultation and review of HR policies and particularly support the development of policies that support gender equality in the SBC workplace

Key work for 2022/3 has included:

- HR policy review, including Dignity at Work and Grievance
- Support to develop the council's first Menopause Guidance and information on intranet
- Raising awareness of women's personal safety
- Events to celebrate International Women's Day and provide advice on Wellbeing, Cost of Living Crisis, and Pensions

The Women's Network's priorities for 2023 include

- Supporting the establishment of a "menopause café", to promote better awareness around menopause symptoms and offer opportunities for peer-led discussion and support
- Support the development of a "carers café"
- Review data on women's representation in the organisation and explore barriers to progression
- Develop qualitative information on women's experiences in the organisation through focus groups and staff survey.

Employees with Disabilities Forum

This network exists to:

Ensure any disabled employee can feel supported in the workplace and have a chance to share their experiences and views.

- Promote greater awareness of how disability affects both our colleagues and residents.
- Work together to ensure employment and services are fair and accessible.

Key work has included:

- Support for individuals around reasonable adjustments and return to the office
- Review of HR policies and procedures
- Consultation on accessibility of services and the workplace

The Employees with Disabilities Forum's focus areas for 2023

The focus areas for 2023 are to re-launch the Forum and increase membership (following the departure of several long-standing members).

It is recognised that staff declaration rates on disability remain low, with many employees having not disclosed this on the employee self-service HR system. The Forum seeks to raise awareness of the importance of doing this, to ensure that disabled employees are fully supported in the workplace.

In 2023, as well as pursuing their own priorities the networks aim to work jointly, to improve diversity and inclusion in the workplace.

Conclusion

The council is committed to being an inclusive employer and seeks to place employees at the centre of its recovery process. Data analysis is the starting point for evidence –based interventions to improve diversity and inclusion across the organisation, and ensure HR policies and processes are fair and accessible to all employees. This report will be updated as further HR and workforce data becomes available and further actions to support workforce –related equality objectives are agreed.

HR and Workforce data is to be developed at both a strategic and operational level with a robust training plan implementation announced (March 2023). The development will centre around understanding data using analysts with in-house knowledge and advanced reporting features. The production of a comprehensive suite of reports that are linked to equalities is in testing to enable regular reporting on progress.

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Appendix B   Employment Committee, 22 June 2023

Further update on Ethnicity Reporting

There are currently 2 separate ethnicity fields in Agresso, which allow the employee to self - select a broad ethnic category and a more detailed ethnic group.

Current declarations as of 09 May 2023 are as follows:

Broad Ethnic Group:

Broad Ethnic Group	% of workforce
Asian or Asian British	16.31%
Black or Black British	5.18%
Chinese or Other ethnic Group	0.48%
Mixed	0.77%
Undisclosed	57.97%
White	19.29%

Nearly 60% of employees have not disclosed a broad ethnic group. The categories follow the recent government guidance around collecting ethnicity data for the purposes of employer profiles and voluntary ethnicity pay gap reporting. The guidance recommends organisations **do not** use binary options (i.e. "BAME" and White/White British), which are out-dated and do not help to understand the many difference between ethnic groups. It recommends detailed groups, based on self-identification, wherever possible but recognises that the many options of how people identify their ethnicity make this more complicated when looking at how to present pay information.

Detailed Ethnic Group

Detailed Ethnicity Group	% of workforce
African	4.30%
Caribbean	2.70%
Indian	10.80%
Pakistani	10.30%
Polish	2.10%
Sikh	2%
White British	33.40%
Other (amalgamated)	10.40%
Undisclosed	24%

Around 75% of employees have selected a "detailed ethnicity" which they self-identify with. This is from an extensive list of options, reflective of the super – diversity of Slough, both as a town and workplace. Where at least 2 % of the workforce has self-declared an ethnicity, this category has been stated.

Where an identity makes up less than 2% of the workforce (and in practice most of these comprise just 1 or 2 employees), this has been amalgamated in to the "Other" category   This category currently makes up c. 10% of employees. The largest self-defined detailed ethnicity is White British, followed by Indian and Pakistani. Almost 55% of the workforce self-identifies as one of these three ethnicities.

Slough Borough Council

Report To:	Employment Committee

Date:	22 June 2023
Subject:	Temporary Workers Report
Chief Officer:	Sarah Hayward
Contact Officer:	Surjit Nagra Associate Director - HR; Belinda Collins – Interim Group Manager – HR; Adrian Thomson - Interim Recruitment Lead
Ward(s):	All
Exempt:	No
Appendices:	Appendix 1 – Summary of specific types of roles of all agency/temporary workers Appendix 2 – Performance KPIs

1. <u>Summary and Recommendation</u>

1.1 This report presents Committee Members with information from the last financial year on the Council's use of temporary / agency workers engaged within the different directorates.

Recommendation:
Committee is recommended to:

- Review and note the contents of this report.

Commissioner Review

Commissioner comments have been included in the papers.

2. Report

Introductory paragraph

2.1   The recruitment of a skilled workforce is essential for the Council to deliver its services. The recruitment market is challenging and requires specialist skills to attract talented staff and to do this in a timely manner to avoid service delivery being impacted.

2.2   Temporary workers are used by the Council to provide short-term and in some cases long-term resources to fill absences, vacancies and add capacity to deal with peaks in workflow. There is a further need to engage with highly skilled professionals who can enable the authority to fill skills gaps, work on fixed term projects and add an external perspective to the management of the organisation. The use of agency workers can be a cost-effective way of dealing with peaks and troughs of work and does provide flexibility that a permanent workforce cannot.

2.3   Due to the ongoing difficulties over the last few years, the council have had to rely on temporary workers to fill key roles. Some of these placements have been extended on numerous occasions due to available skills in the market for example Social Workers, Finance, Planners, Occupational Therapist, ICT & HR Staff. Slough also has additional pressures due to the geographical location and competition with other local authorities and private sector.

3. Background & Actions

3.1   This report covers details the spend and usage of Agency /Temporary workers over the last financial year broken down into 4 quarters for the Council, as follows:

- Quarter 1 – 1st April – 30th June 2022
- Quarter 2 – 1st July – 30th September 2022
- Quarter 3 – 1st October – 31st December 2022
- Quarter 4 – 1st January – 31st March 2023

3.2   It is important to acknowledge that the Council has during the last financial year, once again, gone through a significant change. This has included organisational change programmes in Finance and ICT; key permanent appointments being made into the Corporate Leadership Team (including the permanent appointment of the Chief Executive). It has also required to have specialist skilled personnel to be engaged in services such as Finance to support stabilising the service due to the impact of the Our Futures Programme.

3.3   Below is detailed the spend for each quarter of the last financial year (2022/2023) in the directorates. Please note the directorates and some of the services moved during the year so the spend in the directorates may not be reflective of the actual spend. For example, Finance and Commercial Services became a separate

directorate part way through the last financial year and previously were identified as Corporate Resources.

Directorate	Quarter	Net Spend
Chief Executive	1	£182,118
	2	£166,148
	3	£180,359
	4	£132,852
	Total	**£661,477**
Corporate Ops	1	£2,050,768
	2	£2,536,463
	3	£3,127,906
	4	£2,939,565
	Total	**£10,654,702**
Finance & Resources	1	£224
	2	£35,913
	3	£101,624
	4	£130,884
	Total	**£268,645**
People Adults	1	£876,140
	2	£927,472
	3	£1,262,989
	4	£1,556,425
	Total	**£4,623,026**
People Children	1	£181,549
	2	£136,974
	3	£99,508
	4	£147,995
	Total	**£566,026**
Place	1	£820,241
	2	£1,021,309
	3	£1,100,737
	4	£1,125,701
	Total	**£4,067,988**
Regeneration	1	£32,500
	2	£29,423
	3	£35,553
	4	£21,061
	Total	**£118,537**
Transformation	4	£44,634
	Total	**£44,634**
Grand Total		**£21,005,035**

The above demonstrates the spend has been high within the Corporate / Finance and Resources areas, with People (Adults) being the next highest users of Agency / temporary workers. As a comparator the spend for the previous year totalled £15 million. The increase of spend is attributable to the increase in spend in the corporate services where the executive category increased. The executive category includes specialised / difficult to recruit roles such as financial, project workers, planners and ICT.

3.4   Future reports will be twice yearly and show information on quarterly data.

3.5   The turnover of staff continues in the current financial position of the council impacting key skilled roles. Turnover has fluctuated during the last year but remains high. The overall assessment of turnover has been between 19 and 25%. For a workforce of @ 1000 employees this churn does increase the demand on temporary resource. Therefore, the need to engage temporary / agency worker/s to maintain critical council functions is ongoing. The last year has required significant investment in some services to create capacity and improve services, such as Finance and ICT.

3.6   It should however be noted that the usage of agency worker demand varies from service to service. Some front-line services require urgent day to day coverage for sickness and other employee absence. Some agency workers will be longer term cover whilst permanent recruitment is taking place and some agency workers are retained longer due to the high level of skill gaps in the labour market.

3.7   If the council has good agency workers in areas where it is a long-term challenge there will be some long-term placements.

3.8   Agency placements by Job category includes:

Job Titles	Summary of placement numbers
Admin & Clerical	92
Catering / Hospitality	3
Driving	1
Education including Early Years	54
Engineering & Surveying	4
Executive	206
Facilities & Environmental Services	2
Financial	12
Housing	32
Housing, Benefits & Planning	17
Human Resources	2
IT	17
Management	5
Manual Labour	125
Planning	7
Revenues / Benefits	18

Social & Healthcare Non-Qualified	15
Social & Healthcare Qualified	71
Grand Total	**683**

3.9 The council has implemented an additional check to ensure that agency workers are correctly allocated the IR35 status in relation to taxation.

3.10 HR continues to work with managers to support the longer-term aim to reduce the spend on agency workers. Additionally, the council is investing in an applicant tracking system to improve recruitment timelines and slicker process for permanent recruitment.

4. **Implications of the Recommendation**

4.1   Financial implications

Whilst the spend on agency worker demand remains high, the reasons for using agency staff is not currently recorded post by post. Comparison against the expected salary budgets as opposed to the potential premium of using agency spend has not been recorded throughout the year and so the full picture of the value for money of agency usage is not currently known. The focus by hiring managers should be about the appropriate use of agency workers, so for example there will be incidences where permanent staff undertaking time limited projects would not be appropriate or where agency staff are used to manage fluctuating levels of demand instead of paying overtime, which may actually be more expensive.

The identified spend of £21m in 2022 – 2023 is for the full financial year and councillors may wish to consider the breakdown of costs they would like to see in the future about agency usage so appropriate data can be collated.

4.2   Legal implications

There are no anticipated legal implications from this report.

4.3   Risk management implications

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.

4.4   Environmental implications

There are no environmental implications from this report.

4.5   *Equality implications*

The equalities data is held by individual agencies and managed accordingly. This data is not held by the council.

4.6   *Workforce implications*

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. Appendices

Attached to this report are two appendices. The first covers a summary of the use of temporary agency workers and the second covers the management of Key Performance Indicators against the current temporary labour contract.

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 KPIs

Measurement	Target Service Level	Frequency of Activity/Monitoring	April 22 - March 23
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% Grounds Maintenance & Operatives. If there is a requirement for additional staffing the service goes direct to suppliers. Early Years. - Service Manager sends roster's based on where a worker needs to be provided
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	96%
The Service Provider will satisfactorily close all complaints within 28 working days of receipt.	100%	Monthly	100% No Complaints Log form created to carry out formal complaints

Slough Borough Council

Report To:	Employment Committee
Date:	22nd June 2023
Subject:	Senior Management Restructure Update
Chief Officer:	Stephen Brown, Chief Executive
Contact Officer:	Sarah Hayward - ED Strategy and Improvement
	Stephen Taylor - Interim Monitoring Officer
	Surjit Nagra – AD Human Resources
Ward(s):	None
Exempt:	No
Appendices:	None

1. Summary and Recommendation

1.1 This report sets out for the committee an update on the proposed senior management restructure which is scheduled to be launched in July 2023. A verbal update on the progress of the current informal consultation on the proposed structure and the next steps will be given to the committee at the meeting.

Recommendation:

Committee is recommended to:

- Note the contents of this report.

Commissioner Review

The commissioners support efforts to improve the overall management of the authority. The senior structure and appointments / dismissals thereto are specifically functions covered by the directions and the commissioners will need to see more details before they are able to agree the formal proposals.

2. Report

Introductory paragraph

2.1 As articulated in the Council's Corporate Plan, the Council is on a long-term path to recovery, however, to deliver this we need corporate capacity. A restructure took place in October 2022 to establish a structure which would increase capacity at the top levels of the organisation to deliver the stabilisation and operating model for recovery. This would in turn deliver resources to allow the Council to focus on changes required in services and at other levels of the organisation.

2.2 In October 2022 the Council did not have a permanent Corporate Leadership Team (CLT) in place. The Council now has a permanent CLT, the last postholder taking

their role in March 2023. CLT have been discussing the capacity and the need to drive through activities related to the recovery programme at pace. These discussions have led to outlining the need to re-organise services which sit under the current directorates.

2.3   A proposed structure has been developed which has been informally consulted on with affected staff and trade unions. This process has led to further changes that will be made because of the valuable feedback from staff. A formal consultation document will be prepared and shared with trade unions which will set out Slough Borough Council (SBC)'s proposals for changes to the structure of the Council's corporate management structure. It will propose some changes to the responsibilities of the existing Executive Director (ED) roles and propose the creation of a Director / Head of Service structure in succession to the current Associate Director (AD) / Group Manager (GM) roles.

2.4   As members will be aware, with effect from 1 September 2022 and following the Commissioners' initial six-month report to the Secretary of State, the Minister expanded the Directions to the Council in Annex B of the Directions to include the following:
"5. All functions to define the officer structure for the senior positions, to determine the recruitment processes and then to recruit the relevant staff to those positions."

2.5   'Senior positions' is defined in Annex B of the Directions as 'direct reports to the Chief Executive and their direct reports, and their Group Managers – tier one, tiers two and three.

2.6   On that basis, the Commissioners will be kept fully informed through the process, and have the power to intervene if they so wish.

Background

2 7   2021 and 2022 have been very challenging years for Slough Borough Council and its staff. The very serious financial challenges highlighted by the s151 officer in July 2021 were confirmed on 25 October 2021 when the Department for Levelling Up Housing and Communities (DLUHC) Governance report and the Chartered Institute of Public Finance and accountancy (CIPFA) report on the Council's finances and governance processes were issued. The significant underlying weaknesses highlighted in these reports had arisen over a period of several years and represented the combined impact of a wide range of issues including, but not limited to, significant capacity and capability issues.

2.8   The consultation document will outline a fit for purpose structure which will be aligned to the priorities to be set out in the Council's intended new corporate plan. It will affect the top three tiers of the organisation: Executive Directors, Associate Directors, and Group Managers. These tiers will be replaced by ED's, Directors and Heads of Service, and will increase the capacity and capability to address the concerns that have been highlighted.

2.9   Below are further key changes that are proposed which are being consulted on:

  ➢ To formally delete the current Place and Community directorate and distribute the functions between other EDs.

➢ To delete the current AD and GM roles which were created in Our Futures and create new posts of Directors and Heads of Service.

2.10   The Council's organisational change policy is being followed for the proposed restructure. There has been an informal consultation process that was in place with the affected staff seeking their views on the proposed structure and requesting expression for voluntary redundancy (VR).

2.11   The Council's policy encourages the reduction of the likelihood of redundancies in the event of a change in several ways, including offering an opportunity for employees to express an interest in voluntary redundancy (VR) and/or early retirement. The opportunity for any permanent Executive, Associate Director, and Group Managers to confirm if they wish to be considered for voluntary redundancy was encouraged during the informal stage. An expression of interest does not imply any commitment on the part of the employee or the Council that this will be agreed.

2.12   One VR request from an ED meant that a revised proposed structure was circulated to the affected staff for further views. This model proposed five ED's and not six from the original proposals. A formal consultation period is expected to commence in July with affected employees and trade unions. Subject to consultation, in the event that the VR request is agreed and approval is required by the Council in relation to the redundancy cost resulting from that, it is anticipated that a report will be made to the July Council meeting.

3.   Implications of the Recommendation

3.1   Financial implications

3.1.1 The ED posts will retain the same role profile and grade as the current roles. The Director and Heads of Service roles will be evaluated once the job descriptions have been finalised. The intention is to ensure that those roles will have an accountability for the delivery of their services which the current AD / GM do not have.

3.1.2   In accordance with our current organisational change policy, and to minimise redundancy costs, where suitable alternative employment can be offered to those who would otherwise be made redundant this will be done.

3.1.3   Any redundancy costs will be met through existing financial resources.

3.2   Legal implications

3.2.1   The rules governing recruitment and appointment of staff are set out in the Constitution. This includes the rules for appointment of chief officers, which includes the need for elected members to decide on these appointments, except when an interim is being appointed pending permanent recruitment. The DLUHC statutory Directions give powers to the appointed DLUHC Commissioners to make decisions on senior officer recruitment for the top three tiers of the organisation. The Commissioners have used this power to appoint the Head of Paid Service/Chief Executive in March 2022, the Monitoring Officer in August 2022, and the s151 Officer in January 2023.

3.2.2 The Localism Act introduces duties in relation to transparency in pay policies and arrangements. The guidance associated with this legislation states that due to public interest in the level and frequency of severance payments being made in particular to senior officers, to ensure that decisions to spend local taxpayers' money on large pay-offs are subject to the appropriate level of accountability, local authorities should offer full council the opportunity to vote before packages over £100,000 are approved. This is particularly important in a situation when it is likely that there will be a delay in the accounts for the relevant year being closed, signed off and published.

3.3 *Risk management implications*

3.3.1 Without a full complement of staff in the senior management structure there is the risk of failure of service delivery.

3.4 *Environmental implications*

3.4.1 There are no specific environmental implications arising from this report.

3.5 *Equality implications*

3.5.1 As part of the consultation process a detailed Equality Impact Assessment will be conducted. As this is an internal process which affects the workforce it does not require a public consultation.

3.6 *Procurement implications*

3.6.1 Not applicable for this report to the committee*.*

3.7 *Workforce implications*

3.7.1 The consultation process will follow the Councils Organisational Change Policy and Procedure

3.8 *Property implications*

3.8.1 Not applicable for this report to the committee.

4. Background Papers

None