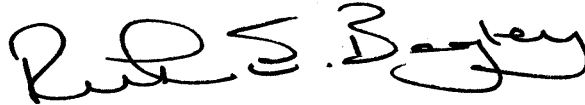


Date of issue: 29<sup>th</sup> May, 2013

<b>MEETING</b>	<b>EMPLOYMENT &amp; APPEALS COMMITTEE</b> (Councillors Rasib (Chair), Plenty, Brooker, Chohan, Coad, Davis, A S Dhaliwal, S K Dhaliwal and Sharif)
<b>DATE AND TIME:</b>	THURSDAY, 6TH JUNE, 2013 AT 6.30 PM
<b>VENUE:</b>	MEETING ROOM 2, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	GREG O'BRIEN 01753 875013

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.



**RUTH BAGLEY**  
Chief Executive

AGENDA

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
	<b>CONSTITUTIONAL MATTERS</b>		
1.	Declarations of Interest		

**AGENDA**  
**ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

The Chair will ask Members to confirm that they do not have a declarable interest.

All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

2. Minutes of the Meeting held on 3rd April 2013 and the Special meeting held on 16th May 2013 1 - 8

**SERVICE IMPLEMENTATION ISSUES**

3. Accommodation and Flexible Working 9 - 18
4. Temporary Agency Staff - Progress on Implementation and Baseline Monitoring 19 - 24
5. Reducing Sickness Absence Performance Update 25 - 30
6. Update on Wellbeing Strategy 31 - 34
7. Work Programme 2013/14 35 - 38
8. Members' Attendance 2012/13 39 - 40
9. Date of Next Meeting

12<sup>th</sup> September 2013

Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Special facilities may be made available for disabled or non-English speaking persons. Please contact the Democratic Services Officer shown above for further details.



**Employment & Appeals Committee – Meeting held on Wednesday, 3rd April, 2013.**

**Present:-** Councillors Sharif (Chair), Plenty (Vice-Chair), Chaudhry, Chohan, Coad, A S Dhaliwal and S K Dhaliwal

**Apologies for Absence:-** Councillor Aujla

**PART 1**

**25. Declarations of Interest**

Councillor Chaudry declared a personal interest as his son worked for the Council.

**26. Minutes of the Meeting held on 24th January 2013**

**Resolved** – That the minutes of the last meeting of the Committee held on 24<sup>th</sup> January 2013 be approved as a correct record.

**27. Temporary Agency Staff progress on implementation and baseline monitoring**

The Committee considered a progress report on the new contract with Matrix SCM to supply Temporary Agency staff for the Council, and the monitoring information available so far.

The implementation of the new contract had a savings target of £250,000 for 2013/14. The report indicated that expenditure on agency staff from the commencement of the contract on 7<sup>th</sup> January until 24<sup>th</sup> February 2013 was £826,382.93 with anticipated savings of £36,994.31 under the formula agreed with Matrix. The Committee noted that if this rate of savings was sustained over a full year, the savings target would be achieved.

There were now 103 agencies fully enrolled and accredited to supply temporary staff via Matrix with additional agencies in the accreditation stage. It was pleasing to note that 51% of the agencies were within a 10 mile radius of Slough which helped to ensure that local people could take advantage of the temporary employment opportunities at the Council. A spot check of temporary staff on 24<sup>th</sup> February showed that 82% had travelled less than 10 miles to their SBC work location.

An appendix to the report provided a breakdown of the number of agency staff per Directorate, together with their roles and a commentary as to their usage. It was noted that in some areas such as planning, trading standards and environmental health, qualified professional officers were difficult to recruit even where market supplements had been applied. As a result the Council had to rely on the use of some temporary staff in these technical disciplines. Of particular concern was the high number social workers engaged as

## **Employment & Appeals Committee - 03.04.13**

temporary staff, although it was noted that the position had been exacerbated by holding posts open pending some restructuring. The Committee was pleased to note that as a result of a recent recruitment campaign, 12 permanent social workers had been appointed. With regard to the high number of temporary administrative staff engaged across all Directorates, a suggestion was made about considering the introduction of a 'bank' of employed administrators for deployment as and where needed.

In answer to a question, it was confirmed that the next progress report would contain information about the duration of temporary staff placements together with the results of further work being done with Matrix to obtain data on average costs and the frequency of placement.

**Resolved** – That the report be noted.

### **28. Update on Wellbeing Strategy**

The Committee considered a report providing an update on progress made on the Wellbeing Strategy since the report to the last meeting in January.

The Wellbeing Project Group was now holding monthly meetings to arrange and co-ordinate activities on behalf of the Council. The following activities and events either held or planned were highlighted:

- A healthy eating staff survey coinciding with some fun display stands in the canteen
- Smoking Support Groups running in SMP, Landmark Place and the Centre
- A competition "Pace along with your Pedometer" was being planned, using pedometers donated by the counselling services team.
- Initiatives to improve morale such as an "It's a knock out" competition (May/June) and a Slough Treasure Hunt (summer) with promotional "Healthy, Happy and Here" t-shirts.

Training on the new absence policy was continuing (due for completion in July 2013) and a new sickness absence balanced scorecard had been designed and introduced. Combined with an absence tracker sheet for recording and a comprehensive scorecard, management was now much better informed about sickness absence. Details were given on how the new policy was communicated to staff. A recent 'mystery shopper' phone survey of staff about the new policy showed good levels of awareness and understanding. The Committee received some tabled statistics showing sickness days lost (per fte) for each of the 6 months to February 2013 (compared with the equivalent month of the previous year). Although it was too early to confirm a sustained trend, there was certainly a noticeable reduction in absences. Members received answers to a number questions about how the new sickness management procedures were working in practice. As regards attendance at an Occupational Health appointment, while the number of appointments overall had reduced, the number of non-attendees had

## Employment & Appeals Committee - 03.04.13

increased. A check was being made to ensure the procedure to withhold pay for non-attendees was being implemented satisfactorily.

The Committee was pleased to note the Wellbeing Project Group approach to focus on enjoying being at work and to improve the morale of staff in addition to their general health and wellbeing. A suggestion was made that this could be combined with incentives for staff, to recognise good attendance and outstanding performance and generally help with motivation.

**Resolved** -That the report be noted.

### 29. Accommodation and Flexible Working

The Committee considered a report setting out the aims and objectives of the accommodation strategy, including new flexible ways of working, in response to a request made at the last meeting with particular reference to office accommodation at St Martin's Place (SMP).

Implementation of the accommodation strategy had been designated as a Gold Project of the Council and its successful delivery was being progressed through four separate workstreams:

- Document scanning and secure accessible storage
- Developing suitable, flexible accommodation
- Community hubs
- Communications

The Committee was informed that the upgrade required to the air conditioning system at SMP would lead to some teams being temporarily relocated to other sites while the work is carried out to each wing. An opportunity was presented on re-occupation of the building to redesign the layout and usage of space, to create more meeting space and break out areas and provide more user friendly, flexible and functional accommodation. Linked to this was an opening to allow staff who offer community based services to be remotely located at various community hubs and it was proposed to trial this initially at the Chalvey Community Centre. There was potential for accommodating, through the provision of drop-in and log on facilities, Community Wardens and/or staff from the Environmental Health, Social Care or Planning teams.

The Committee considered that it would be helpful and informative if the Director of Customer and Community Services, who was leading the Project Team responsible for the implementation of the Accommodation Strategy, could give further details and provide plans of the proposals for SMP.

**Resolved – (a) that the report be noted; and  
(b) that the Director of Customer and Community Services be requested to attend the meeting of the Committee in June to explain plans for optimising the use of space at St Martins Place through re-organisation of the accommodation and more flexible working.**

## Employment & Appeals Committee - 03.04.13

### 30. Use of Suspensions - Update

The Committee considered a report with the additional information requested on how the suspension process is applied in disciplinary cases.

Statistics were given for the two year period February 2011 to January 2013 showing that 14 employees had been suspended during the period. The shortest period of suspension was 10 weeks and the longest 32.5 weeks, with an average of 23 weeks. The Committee recognised that in cases where the investigation was carried out by an external agency, the suspension period tended to be more protracted. However, there had also been a delay in some cases where it had taken 4 – 5 weeks to convene the Disciplinary Panel after an investigation had been completed and steps were being taken to reduce the time taken to arrange hearings.

With reference to the suspension outcomes, the statistics showed that 5 of the 14 cases had yet to be resolved being still at the investigation stage or awaiting a disciplinary hearing. Of the 9 cases that had been resolved, 3 had resulted in a warning (final or verbal), 3 had found no case proven, 1 had resulted in redeployment of the member of staff to another location, while 2 had resulted in summary dismissal. The Committee considered that just 2 cases of dismissal from the number deemed serious enough to warrant suspension seemed a low proportion.

The Committee was reminded that suspensions were used in cases where allegations had been made which, if proven, would constitute serious misconduct and potentially lead to dismissal. The process followed, which involved consideration of whether it was in the best interests of the investigation, or the employee, that the employee should be away from the workplace while the matter was under investigation, was explained. The Committee noted that where a complaint involved safeguarding issues, it was essential to suspend the member of staff. If a disciplinary hearing resulted in dismissal, then the employee had a right of appeal (to be heard by the Employment Appeals Sub-Committee).

In order to meet the concern of the Committee about suspensions, a suggestion was made that the officers should look at ways of reducing the effect of suspension on the organisation, with particular reference to timescales, and criteria to assist decision-making at the point of suspension.

**Resolved** – (a) that the report be noted; and  
(b) the procedure on decision-making for suspensions be reviewed, to include consideration of requiring the sign off to be made by two Directors.

### 31. Attendance Record

**Resolved** – That the Members' attendance record be noted.

## **Employment & Appeals Committee - 03.04.13**

### **32. Date of Next Meeting**

The date of the next meeting was confirmed as 6<sup>th</sup> June 2013.

The Chairman thanked the Committee for their work over the past year.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.55 pm)

This page is intentionally left blank



## Employment & Appeals Committee – Meeting held on Thursday, 16th May, 2013.

**Present:-** Councillors Rasib (Chair), Chohan, Coad, Davis, A S Dhaliwal, S K Dhaliwal, Sharif and Plenty

**Apologies for Absence:-** Councillor Brooker

### PART 1

#### 1. Declarations of Interest

None were received.

#### 2. Appointment of Sub-Committees

The Committee received a report on the establishment of the Employment Appeals and Appeals Sub-Committees. The political group nominations to the Sub-Committees were tabled. Members noted that it was important that the members who served on these two Appeals Sub-Committees were available for day time meetings and for that reason it was proposed and agreed that Councillor Davis would deputise on the Employment Appeals Sub-Committee in place of Councillor Chohan and on the Appeals Sub-Committee in place of Councillor A S Dhaliwal.

#### Resolved -

- (a) That the Sub-Committees set out in paragraph 5.1 of the report with the Terms of Reference as set out in Appendix 1 to the report be appointed for the 2013/14 municipal year and that seats be allocated to the Sub-Committees as shown.
- (b) That the following members be appointed to serve on each of the Sub-Committees in accordance with the wishes expressed by political groups in respect of the seats allocated to them.

Committee	Seats	Labour	Conservative
Employment Appeals Sub-Committee	3 (+ 6 deputies)	2 (+4) <b>Brooker, Grewal</b> (Carter, Davis, Matloob and Plenty)	1(+2) <b>Wright</b> (Abe and Strutton)
Appeals Sub-Committee	5 (+ 5 deputies)	4 (+3) <b>Bal, MS Mann, Rasib and Shah</b> (Davis, SK Dhaliwal and Dhillon)	1 (+2) <b>Wright</b> (Coad and Smith)

#### 3. Date of Next Meeting - 6th June 2013

Noted.

Chair

(Note: The Meeting opened at 8.30 pm and closed at 8.40 pm)

This page is intentionally left blank

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee **DATE:** 6<sup>th</sup> June 2013

**CONTACT OFFICER:** Mohammed Hassan, Customer Services  
Development Manager 01753 476838 &  
Judith Davids, AD Customer Services & ICT  
Customer & Community Services 01753 476793

**(For all Enquiries)** (01753) 87 6838

**WARD(S):** All

**PART I**

**FOR INFORMATION & COMMENT**

**ACCOMMODATION & FLEXIBLE WORKING**

1. **Purpose of Report**

The purpose of this report is to provide CMT with an overview of the aims and objectives of the accommodation strategy, as part of the Accommodation Strategy new flexible ways of working will also be explored.

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

The Committee is requested to note the report.

3. **Community Strategy Priorities**

*State how the report links/contributes to the emerging priorities in the Community Strategy:*

- **Celebrating Diversity, Enabling inclusion** - There will be greater equality for staff and service users.
- **Adding years to Life and Life to years** - Staff will have a greater work life balance through flexible/mobile working options.
- **Being Safe, Feeling Safe** - Staff and customers will be received or visited for council services in safe and easily accessible locations.
- **A Cleaner, Greener place to live, Work and Play** - The project will deliver better working conditions and greater remote access to staff, resulting in flexibility.
- **Prosperity for All** - The project will deliver new technologies and ways of working.

#### 4. **Other Implications**

##### (a) Financial

The budget for the Accommodation is awaiting approval for the next financial year.

##### (b) Risk Management

There no risks arising from this report for information only

##### (c) Human Rights Act and Other Legal

There are no Human Rights implications

##### (d) Equalities Impact Assessment

Due to be carried out as part of the project post go live in the 01 April

##### (e) Workforce

A number of staff consultations have already taken place, further dates to be agreed.

#### 5. **Supporting Information**

This will now become a Gold Project and as such monthly monitoring reports will be provided to CMT.

On a deliverable level the project team have identified some key actions which will support the successful delivery of the project to support rationalising of assets and new, flexible ways to working this include the following work streams:

- DIP W2 Document Scanning & Secure Accessible Storage
- Developing Suitable, Flexible Accommodation
- Community Hubs
- Communications

##### **DIP W2 Scanning & Secure Storage**

In order to offer staff greater flexibility, security in document storage and ensure slough works harder towards becoming more environmentally friendly there is a clear business justification and need to invest in a corporate scanning system. The project team recognises some positive adoption of DIP W2 scanning within some services and teams, however reasons for the system not being adopted across the authority are some teams in housing are on the DIP W1 out dated version, concerns over security and a general lack of awareness of its benefits.

Agreement has already been reached with housing for the W2 upgrade to take place, plans will be put in place for this work to start once the year end processing has been completed. We are also in the process of recruiting to the new Information Governance and Records Manager posts, who will be tasked

with implementing retention and disposal schedules across the council. A programme of work is being pulled together which will schedule the rollout of DIP to different service areas based on the timing of their accommodation moves. Additional resource will be required to work with service areas upfront to organise and prepare files for the scanning process. Members of the programme team will work with the service areas in advance of this so that necessary categories, file structures and key search fields can be defined to aid effective search and retrieval of the scanned documents, in parallel we will be expanding our electronic storage capacity to facilitate this additional work.

## **Developing Suitable, Flexible Accommodation**

The main corporate building for Slough Borough Council over the next 5 – 10 years will be St Martins Place, (SMP) with the possibility of additional teams moving in. The project team will manage the upgrade work required to SMP air conditioning system. This will be co-ordinated by project members from the Property and Facilities teams and may mean some teams are temporarily relocated to other sites such as The Centre or Landmark Place while the work is being completed by wing. Proposed dates for starting the air conditioning works at SMP are round June this year subject to tenders being awarded, however the budgets for the works have been approved. The wider plans for the space planning mean there will also be an opportunity for the project team to redesign the layout and usage of space at SMP, making more meeting space and more user friendly, flexible and functional space.

## **Community Hubs**

There are number of key Community Hubs located around Slough targeting services at residents locally based, as use of space is redesigned at St Martins Place there is a positive opportunity to allow staff who offer community based services to be remotely located at the various Community Hubs. It is envisaged the hubs would offer staff a drop in and logon facility as opposed to a permanent location, this would enable more staff to be available to meet service users, clients, and suppliers within the community. I.T requirements such as Citrix logins, laptops, Wi-Fi etc will be co-ordinated by the I.T lead on the project team to ensure staff use the Community Hubs in an appropriate, secure and flexible way.

In order to measure the viability and success of the project, the programme board recommends a phased approach to flexible working within the Community hubs be piloted. Starting with Chalvey Community Centre with four permanent p.c's being used by a team/service agreed at CMT level, these teams/services could be from the Community Wardens, Environment Health, Social Care or Planning teams.

The project team has representation from the Communications team who will lead the Communications Strategy / Plan, ensuring all staff and where appropriate service users are kept informed of the changes. So far a number of staff briefings have already taken place on the aims of the Accommodation and Flexible Working project, which has now been listed as a gold project. There is also a blog / comments board set up for staff on the internal intranet. This will be

used as a mechanism to support all staff feedback to ensure there is regular, detailed consultation and communication with staff.

## **Flexible Working**

An interim home working/desk sharing scheme has been in place since April 2008. This set out categories of home working and health and safety, equipment and other practical issues. Home working is currently used by some services but this tends to be inconsistent – often the determining factor is a manager's view.

Since the scheme was agreed home working has become more common across a range of employers including the public sector. For the organisation there are a range of benefits:

- Reduces overheads (e.g. accommodation and car parking)
- Increases productivity and quality of service, through increased efficiency and accuracy
- Improves staff morale, commitment and motivation
- Helps recruit and retain skilled employees, because of the flexibility offered, including disabled employees (and many employees are increasingly expecting this flexibility)
- Contributes to environmental benefits, e.g. by reducing commuting (linking to current work to reduce congestion in the borough)
- Extending flexible working practices could make services / information available to customers outside of the normal working day.

### **Progress to date has included:**

- Formal agreement gained for the project from CMT.
- Staff briefings held with areas affected on the reasons for project.
- Financial budgets for the project being agreed.
- Presentation to SLT on 09<sup>th</sup> April detailing projects focus and key milestones.
- Agreements finalised with Housing Services to move out of the Centre into Landmark Place, with an aspiration for all teams to move over by the second week in July.
- Flexible & Home Working Policy completed to be circulated for agreement and appropriate sign off's.
- The Storage Area Network (SAN) solution is being testing for suitability ahead of implementation by I.T, the (SAN) will support the W2 scanning project across the organisation.
- Meetings held with all Assistant Directors to agree space requirements.
- Agreement reached with the Adult Social Care team to pilot flexible working, details to be finalised.
- Agreed has also been reached with Finance to pilot home working, again details to be finalised.
- Chalvey Community Centre identified as the first hub for staff to use for flexible working with two workstations on the first floor and one on the ground floor with disabled access.
- Draft Plans drawn up for St Martins Place & Landmark Place. (See attached examples for the 1<sup>st</sup> & 2<sup>nd</sup> floor west).
- Presentation delivered to the Commissioners & Directors on 13th May on proposals.

- The 16+ team have been moved out from Landmark Place and relocated to St Martins Place.
- Desk reconfiguration and cabling work started on the 20<sup>th</sup> May at Landmark Place.

6. **Comments of Other Committees**

No other committee's comments are required at this point.

7. **Conclusion**

The project has a number of different and interdependent work streams, however buy-in from all levels will be critical to the success of the Accommodation & Flexible working project which should result in cost reductions, an improvement in service delivery models and greater flexibility to staff and customers.

8. **Appendices Attached**

Two draft floor plans.

9. **Background Papers**

None

This page is intentionally left blank



Existing Team allocations		Storage	
Desk Allocation	Low	High	Low
Tony Zaman	1	1	1
Tony Zaman's Team	67	1	1
CSWT, CTPLD, OT and Care Service	1	1	1
Heads of Service & Business Support Admin, Safeguarding, Re-Abatement	12	2	4
Internal Audit & Risk Management (Inc Investigations)	1	1	1
AD Personalisation, Commissioning and Partnership	8	1	4
Commissioning & Contracts	3	1	2
Marin Lowers Procurement	1	2	2
Personellation	3	2	1
Voluntary Sector Grants	2	2	1
Project Post Hot Desks	19	2	11
Policy & Communications	4	3	2
Director's PAs	3	3	1
Corporate Complaints	1	1	2
Hot desks	5	1	2
Leader & Controlling Group	2	1	2
POBs	3	3	7
GEO & Directors offices	22	17	7
<b>Total</b>	<b>135</b>	<b>48</b>	<b>50</b>

Proposed layout

- 1200 desks
- Tall Storage
- Low Storage
- Meeting rooms
- Informal meeting areas
- 135 existing plus 11 extra
- 52 actual, 48 existing cupboards plus 4 extra (which is equal to 8 Low cupboards)
- 35 actual, 50 existing, 15 less cupboards, (Which is a loss of 7 cupboards)
- 5 existing plus 1 extra
- 4 extra
- New desks and rooms shown as drawn in green
- Low Storage
- 29 actual, (a total gain)

All dimensions shown are approximate and must be checked on site prior to building

**Copyright**  
 This drawing remains the property of  
 Slough Borough Council

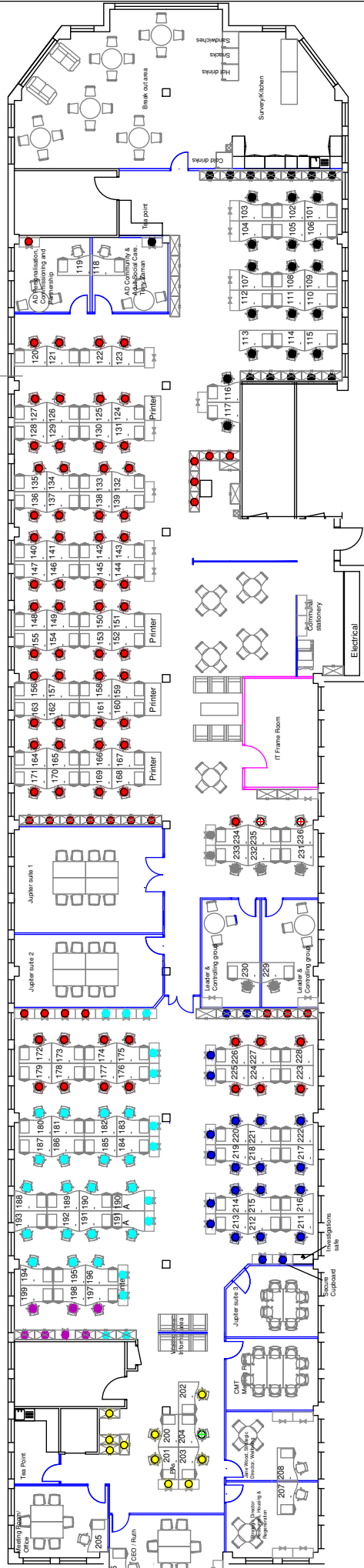
Date : 07/03/2013  
 Drawing: SMP West 1st Fl 070313  
 Drawn : JW

Site Location:  
 Slough Borough Council  
 St Martins Place,  
 Bath Road,  
 Slough

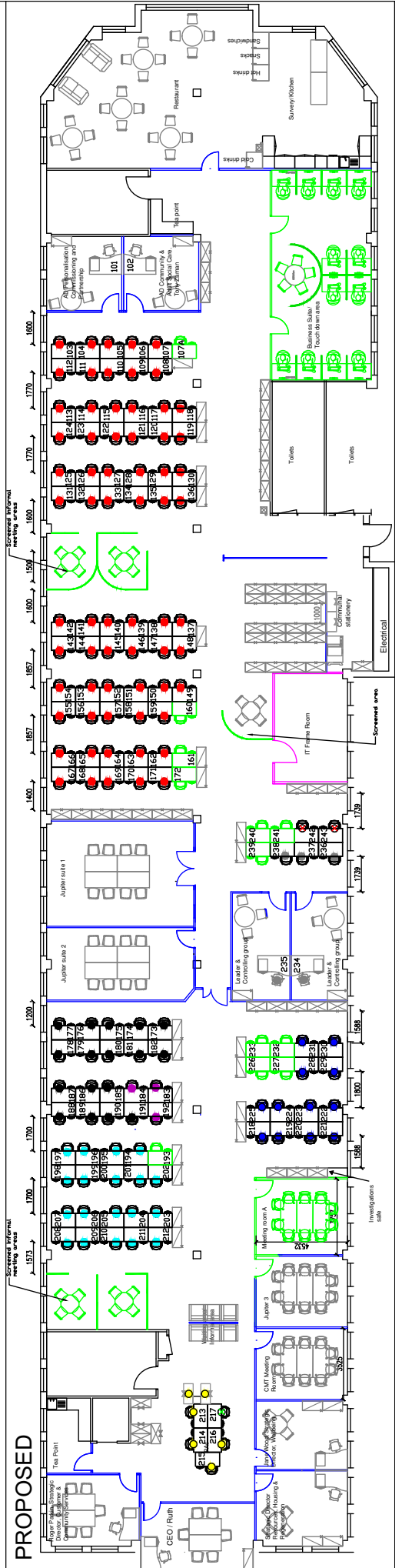


Styles House Wood Street  
 Waddesdon HP18 0NN  
 Design office 01296 658463  
 Administration 01296 655329

EXISTING



PROPOSED



This page is intentionally left blank

Date : 07/03/2013  
 Drawing: SMP West 2nd Fl 070313  
 Drawn : JW

Site Location:  
 Slough Borough Council  
 St Martins Place,  
 Bath Road,  
 Slough

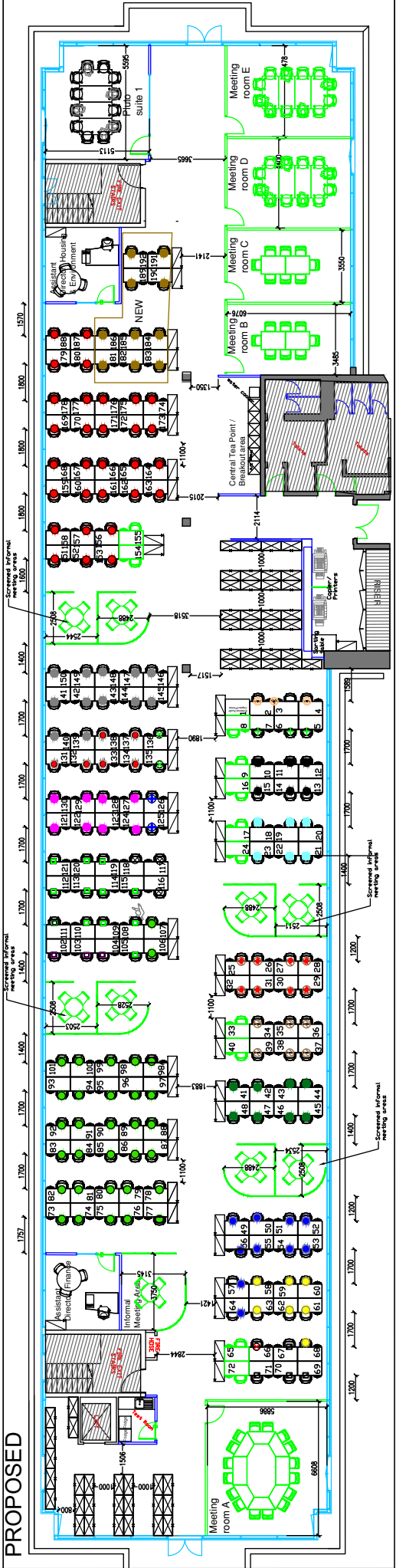
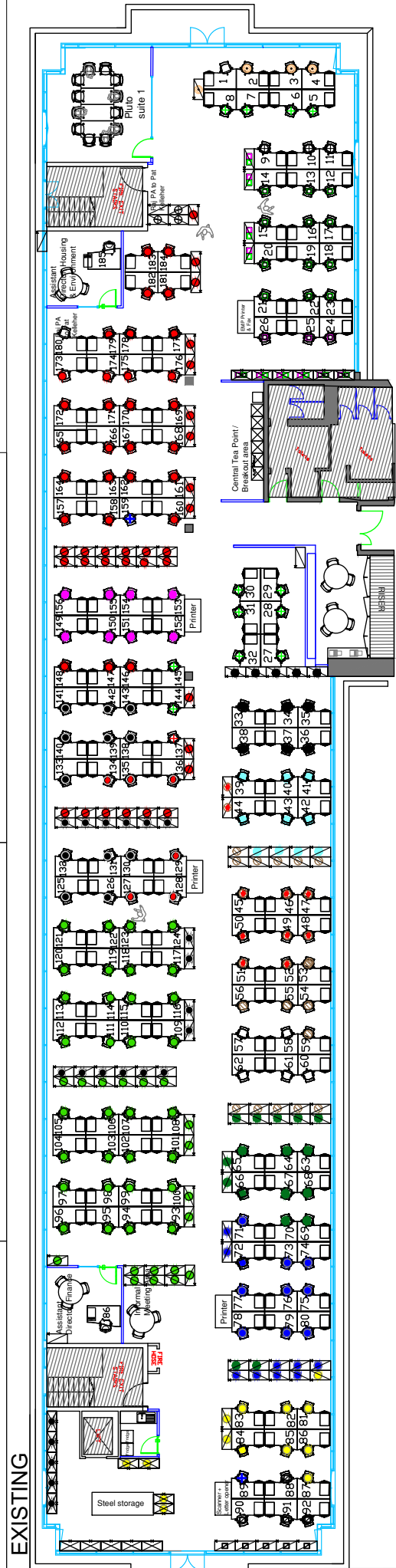
All dimensions shown are approximate and must be checked on site prior to building  
  
 Copyright  
 This drawing remains the property of  
 Slough Borough Council

**Proposed layout**  
 1600 wave desks  
 1200 desks  
 Tail Storage  
 Low Storage  
 Meeting rooms  
 Informal meeting areas  
 2 desks. No change  
 187 existing plus 7 extra  
 52 actual. 20 existing cupboards plus 32 extra (which is equal to 64 Low cupboards)  
 46 actual. 121 existing. 75 less cupboards. (an actual loss of 9 Low cupboards overall)  
 1 existing plus 8 extra  
 1 plus 5 extra  
 New desks and rooms shown as drawn in green

Existing	Items	Quantity	Proposed	Items	Quantity
1	Sure Start & Raising Achievement	30	30	Low	121
1	Finance Team	32	32	High	20
1	External Audit	3	3	Low	18
1	Environmental Services + 1 Fridge	12	5	Low	16
1	PFI review	6	2	Low	2
1	Auxiliary Labour CMB Team	6	6	Low	5
1	Business Support	7	4	Low	3
1	Food Safety + Fridge	10	9	Low	9
1	Trading Standards + Fridge	8	7	Low	7
1	DAAT	6	6	Low	11
1	Community Safety + 3 Project Officers	6	3	Low	4
1	Neighbourhood Enforcement	6	3	Low	2
1	Business Transformational Officers	3	3	Low	2
1	Performance & Learning & Development	12	3	Low	2
1	Community & Wellbeing Transport	4	4	Low	5
1	Hot Desks	12	12	Low	12
1	Reviewers	9	9	Low	9
1	Emergency Planning	1	1	Low	2
1	Health & Safety	2	2	Low	3
1	Assistant Director Finance Office	1	1	Low	1
1	Assistant Director Housing & Environment Office	1	1	Low	1
1	PA to Pat Kelliner	1	5	Low	1
1	Spare	5	5	Low	1
	<b>Total</b>	<b>107</b>	<b>20</b>	<b>121</b>	

Storage	HP	Low	High
1600 wave desks	30	30	18
1200 desks	3	3	1
Tail Storage	12	5	16
Low Storage	6	2	5
Meeting rooms	10	9	9
Informal meeting areas	8	7	7
	6	6	11
	6	3	4
	3	3	2
	12	3	2
	4	4	5
	12	12	12
	9	9	9
	1	1	2
	2	2	3
	1	1	1
	1	1	1
	5	5	1
	1	1	1
	5	5	1
	1	1	1
	20	20	21

2nd Floor West, St Martins Place  
 Phase 3 - Draft Accommodation Proposal  
 Jamila Ibrahim  
 07/03/2013  
 SMP West 2nd Fl 070313



This page is intentionally left blank

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee      **DATE:** 6<sup>th</sup> June 2013

**CONTACT OFFICER:** Joanna Anderson, Assistant Director  
Kevin Gordon, Assistant Director

**AUTHORS:** Claire Portsmouth

**(For all enquiries)** (01753) 875213

**WARD(S):** All

**PART 1**  
**FOR INFORMATION**

**Temporary Agency Staff progress on implementation and baseline monitoring**

1 **Purpose of Report**

This report follows the January update which explained the new arrangements and contract with Matrix SCM to supply Temporary Agency. At that meeting Members requested management information on the use of Temporary staff throughout the council.

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

The Committee is requested to Resolve:

- (a) That the report be noted.
- (b) Members consider what additional information they would like to see in future reports

3 **The Sustainable Community Strategy, the JSNA and the Corporate Plan**

**Sustainable Community Strategy Priorities**

The JSNA priorities of particular relevance are:

- The Managed Service Provider will open opportunities for the local economy and SME organisation to provide temporary agency staff to the Council.
- Working with local Job Centres and other organisation to assist job seekers in finding employment and therefore increase skills and employment opportunities.
- Enables the Council to flexibility manage its workforce and meet the need to deliver front line services to residents, particularly within Health & Wellbeing.
- Delivering cashable and efficiency savings across the council.

**Corporate Plan 2012/13**

The proposals within this report meet the Corporate Plan's objectives as follows:

1. Improve customer experience by improving service delivery from the provider.

2. Deliver high quality services to meet local needs by ensuring access to a diverse work force through broadening access to higher quality resource (e.g. Occupational Therapists / Physiotherapists / Qualified Social Workers).
3. Develop new ways of working by introducing a new, end to end automated system for the ordering, tracking, monitoring and analysis of temporary agency staff.
4. Deliver local and national change by increasing opportunities for local and SME agencies to work with SBC.
5. Achieve value for money by ensuring significantly improved service delivery and guaranteed cashable savings.

4 **Other Implications**

(a) **Financial**

The implementation of the new contract has a savings target for 13/14 of £250,000

Expenditure on agency staff from 6<sup>th</sup> January to 28<sup>th</sup> April was £1,930,548.61. The anticipated savings, using the formula agreed with Matrix for this period is £90,459.21.

The Assistant Director of Finance & Audit will put in place arrangements to recover these savings from Department cash limits.

(b) **Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Employment Issues	Service areas unable to source requirements via supply chain on Matrix. Hard to recruit roles identified and processes in place to source these posts	
Employment Issues	Unable to recruit on agreed pay scales in Matrix. Pay scales are aligned to council job levels and Spinal column points. Assistant Director and or HR approval required to alter pay scales	
Financial	Failure to maximise savings by increasing pre-agreed pay scales within Matrix. Assistant Director and or HR approval required to alter pay scales for specialist roles influenced by market forces e.g. social workers	
Employment Issues	None	Service areas will have up to date and accurate real time information with regards to ensuring continuity of service through the automated

		system being implemented as part of this contract.
Human Rights	None	None
Health and Safety	None	
Equalities Issues	Agency Worker Directive ensures pay parity between full time permanent employees and temporary agency staff.	None
Financial	None	<ul style="list-style-type: none"> <li>• Guaranteed minimum savings of 3% on existing spend (with further opportunities to increase this)</li> <li>• Guaranteed maximum pence-per-hour agency fees</li> <li>• Pay parity between full time permanent employees and temporary staff workers in-line with Agency Worker Directive</li> <li>• Potential discount for workers that have been in post for longer periods of time (although the aim is to challenge the need for worker longer term posts and reduce the need)</li> <li>• Gainshare mechanism – whereby savings achieved over and above the guaranteed minimum will be shared between SBC (90%) and the supplier (10%)</li> <li>• Mechanism for supplier to credit SBC for failure to deliver agreed service levels</li> </ul>
Other	None	None

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications..

(d) Equalities Impact Assessment

An Equalities Impact Assessment has been undertaken and was attached to previous report.

(e) Workforce

There are no implications for permanent staff.

**5 Supporting Information**

- 5.1 We have now completed the first four months of the neutral vendor temporary agency contract with Matrix SCM. Whilst there are still some teething problems with embedding a fully electronic ordering process, on the whole the contract is working well.
- 5.2 There are currently 123 agencies signed up with Matrix giving us a greater resource pool and access to more qualified and quality candidates.
- 5.3 69% of the workers submitted by the 123 agencies are travelling less than 10 miles to their work location.
- 5.4 Since the last report, the number of agency staff has decreased from 137 to 95. It should be noted however that this is the number of staff employed via a full approval process and not via the short term/urgent process, although the number of staff employed via the short term/urgent process has also decreased. The numbers of staff reported last month would have included those moved from the previous contract, and with a more robust approval process on this contract should see the numbers remain stable. Whilst agency staff will always be a fixture of workforce at Slough, it is encouraging that managers are becoming more aware of the cost and expenditure.
- 5.5 We are currently working with Matrix to obtain information relating to full length of tenure (Per temps to Matrix), however members should note that the number of agency staff working more than 13 weeks via Matrix is 62% of the total number of agency workers (figure at 1<sup>st</sup> May).
- 5.6 A user survey has been sent to all hiring managers by Matrix SCM this month, requesting feedback and comments on the system, contacting the service helpdesk etc. The results for this will be available for the next committee.
- 5.7 The table below shows a breakdown of the number and title of active temporary staff by directorate.



Department/ Service Area	Roles	
Customer & Community Services: 27 staff	Administration Assistant/Officer x 7 Engineer Network Engineer x 2 Management Support Officer Technical Administrator Technical Support Officer Trading Standards Officer x 3 Planning Enforcement Officer x 2 Housekeeper	Enforcement Officer IAG Coordinator Environmental Health Officer Business Support Officer Service Assurance Technical Specialist Neighbourhood Learning Co-ordinator OT/Physio Personal Assistant
Resources, Housing & Regeneration: 23 staff	Town Centre Manager Lawyer x 3 Senior Lawyer RTB/Leasehold Officer Administrator Senior Administrative Officer x 2 Investment & Regeneration Manager Investment & Regeneration Project Manager Project Engineer	HR Services Officer Neighbourhood Housing Officer Principal Asst Manager Caretaker x 2 Disposals Officer Schools Finance Interim GIS Strategist Housing Standards Officer Assistant Engineer Head of Asset Management
Wellbeing: 45 staff	YOT Education post Information Management Officer Social Care Systems Support Officer Administrator x 6 Business Objects Project Manager Social Care Team Manager Assistant Research and Information Analyst Assistant Team Manager Contracts Officer Contracts Performance Officer Deputy Team Manager Finance Coordinator Healthwatch Commissioning Manager	Independent Reviewing Officer x 3 Management Support Officer Operations Manager, First Contact and Assessment (Hub) OT (Senior / experienced) Qualified Social Worker x 5 Scanning Officer Senior Administrative Officer x 2 Senior Practitioner Senior Social Worker x 3 Social Worker x 4 Service User Involvement & Information Support Worker x 3 Technical Administrator

## 6 Conclusion

- 6.1 Procurement are working closely with Matrix SCM to monitor the contract and will provide members with a scorecard relating to number of active agency staff, expenditure and tenure by directorate in the next report . Members are required to identify further information that they would like to see on the scorecard and Procurement will work with Matrix to endeavour to make this information available.

This page is intentionally left blank

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee **DATE:** 6 June 2013

**CONTACT OFFICER:** Kevin Gordon, Assistant Director Professional Services

**AUTHORS:** Karen Stoneham, HR Business Partner  
**(For all enquiries)** (01753) 875781

**WARD(S):** All

**PART 1**  
**FOR INFORMATION**

**REDUCING SICKNESS ABSENCE PERFORMANCE UPDATE**

1 **Purpose of Report**

To provide members with an update on progress of reducing the Council's Sickness absence. The Paper includes appendices with the latest performance figures and the Council's Overall Sickness Absence Balanced Scorecard

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

For information only

3 **Supporting Information**

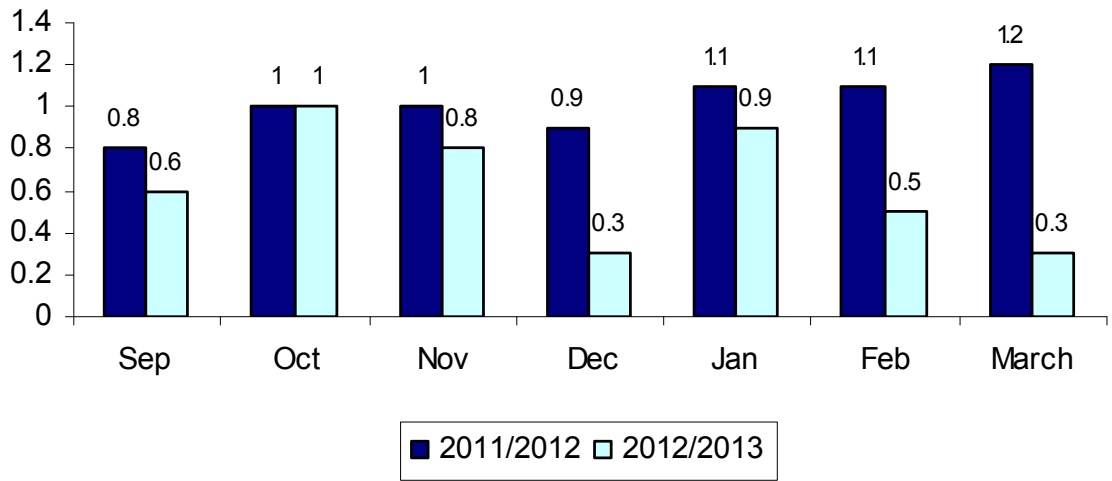
Appendix 1 - graph showing sickness absence rates per month (expressed as Full Time Equivalent Days lost FTE)

Appendix 2 - Council Balanced Scorecard for Sickness up until and including the end of February 2013

Appendix 1 shows that there has been a further decrease in March with an average 0.3 fte absence being reported. Overall, the trendline indicates that the sick days per fte will reduce to 0.45 days a month by the end of August 2013. The projected sick days per fte from 1 September 2012 to 31 August 2013 would be 6.9 fte. This reports a significant improvement and there are early signs that the Council is well on its ways to achieving the overall target reduction to 6 days per fte by 2014/15.

1. Further to the last Employment and Appeals Committee in April, the sickness absence balanced scorecard has now been implemented throughout the Council. It has been positively received and has enabled managers to accurately report on absence and relevant action being taken, in accordance with the absence policy.
2. As a result of the production of the sickness absence balanced scorecard managers have been able to:-
  - better identify those staff that are subject to the absence policy and take appropriate action to ensure compliance;
  - improve monitoring of attendance at Occupational Health appointments to ensure that absence is both supportively and proactively managed; and positively encourage attendance;
  - ensure attendance at the absence training course by all relevant managers and take positive action where appropriate;
  - generally raise awareness and discussion about the importance of this project and the impact of attendance.

Appendix 1



This page is intentionally left blank

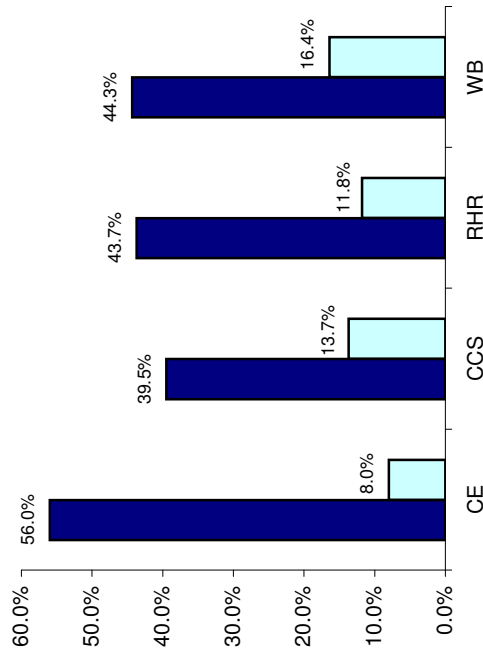
# Sickness Balanced Scorecard - February Report

## SBC (Sep 12 - Feb 13)

	CE	CCS	RHR	WB	Total
Number of staff overall	25	476	263	659	1423
Staff sick for at least 1 day	14	188	115	292	609
Staff that met the 6 day sickness trigger	2	65	31	108	206
Staff had stage 1 meeting when 6 day trigger met	0	22	18	39	79
Staff with further absence after stage 1 meeting	0	9	6	14	29
If further sickness, stage 2 meeting taken place	0	3	1	4	8
Staff with further sickness after stage 2 meeting	0	2	1	2	5
Staff that have had a Director Review	0	1	0	1	2
	56.0%	39.5%	43.7%	44.3%	42.8%
	8.0%	13.7%	11.8%	16.4%	14.5%
	0.0%	33.8%	58.1%	36.1%	38.3%
	0.0%	40.9%	33.3%	35.9%	37.2%
	0.0%	33.3%	16.7%	28.6%	27.6%
	0.0%	66.7%	100.0%	50.0%	62.5%
	0.0%	50.0%	0.0%	50.0%	40.0%

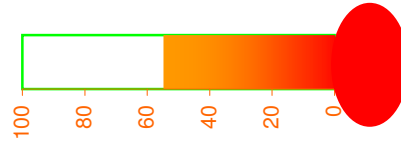
Number of staff overall  
 Staff sick for at least 1 day  
 Staff that met the 6 day sickness trigger  
 Staff had stage 1 meeting when 6 day trigger met  
 Staff with further absence after stage 1 meeting  
 If further sickness, stage 2 meeting taken place  
 Staff with further sickness after stage 2 meeting  
 Staff that have had a Director Review

■ % of staff that were absent □ % of staff that hit the 6 day trigger

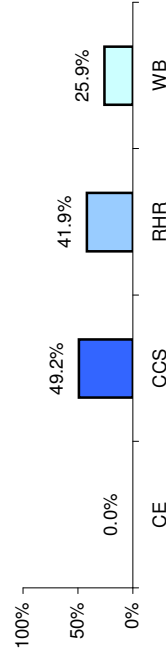


Overall Sickness Management Score

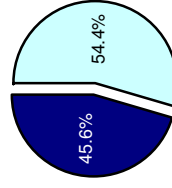
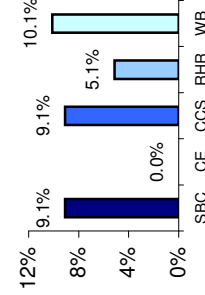
54.8



% of staff that met the 6 day trigger referred to OH



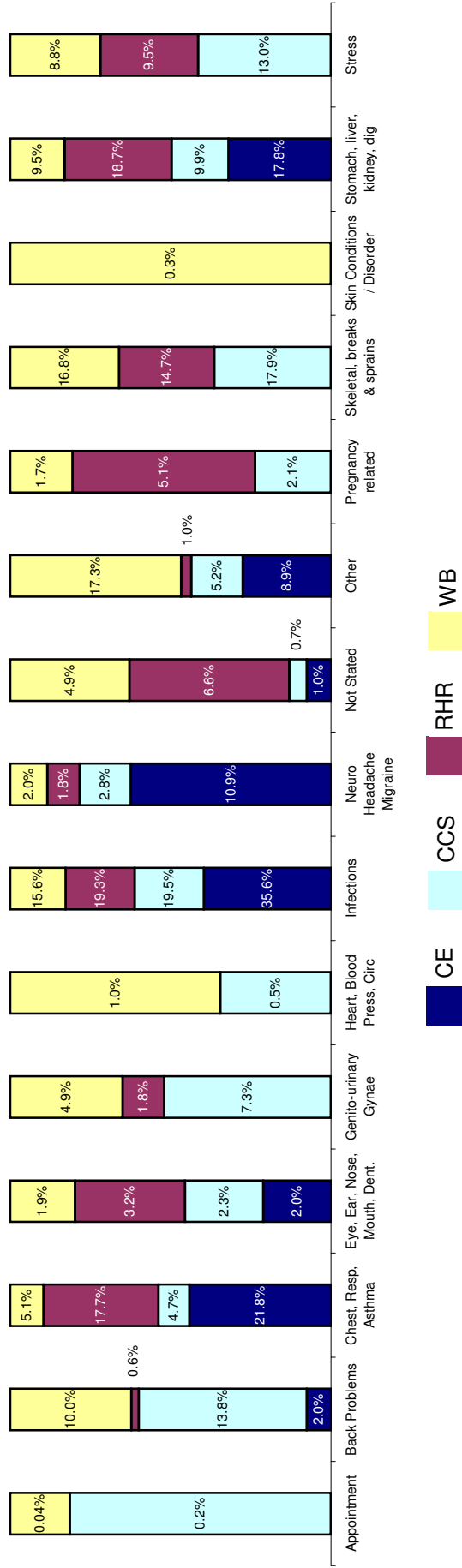
% of staff who failed to attend booked OH



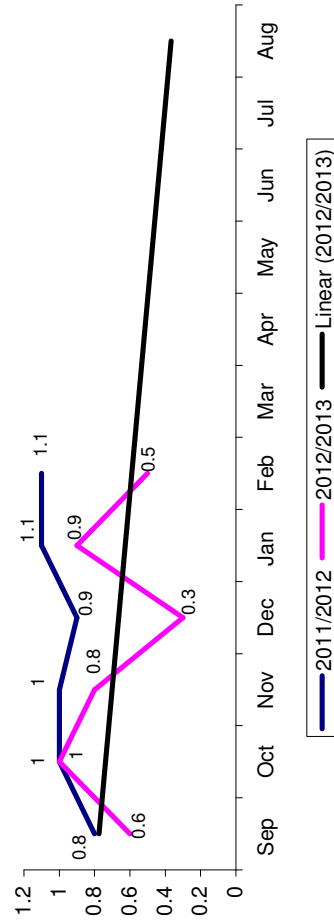
□ % of managers attended or booked onto absence course  
 ■ % of managers yet to attend

# Sickness Balanced Scorecard cont - February Report SBC (Sep 12 - Feb 13)

Percentage of sick days per reason (Sep 1st - Feb 28th)



Number of sick days per FTE (Monthly)



The line graph shows how the sickness days per FTE are significantly lower this year in SBC. The trendline indicates that the sick days per FTE will reduce to 0.45 days a month by the end of August 2013. It also shows that the projected sick days per FTE from 1st Sep 2012 to 31st Aug 2013 would be 6.9 sick days per FTE.



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee      **DATE** 6 June 2013  
**CONTACT OFFICER:** Kevin Gordon, Assistant Director Professional Services  
**AUTHORS:** Karen Stoneham, HR Business Partner  
**(For all enquiries)** (01753) 875781  
**WARD(S):** All

**PART 1**  
**FOR INFORMATION AND DECISION**

**Update on Wellbeing Strategy–**

1    **Purpose of Report**

To provide an update on the staff initiatives introduced to support the Wellbeing agenda, as part of the wider Workforce Strategy.

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

For information only.

3    **The Sustainable Community Strategy, the JSNA and the Corporate Plan**

**Sustainable Community Strategy Priorities**

- Health and Wellbeing – the initiatives outlined within this report will encourage staff to improve their health and wellbeing.

**Corporate Plan 2012/13**

The Wellbeing Strategy updates outlined within this report meet the Corporate Plan's objectives as follows:

1. Improve customer experience by improving the physical, mental health and wellbeing of staff, which will increase productivity, performance and provide a greater customer experience;
2. Deliver high quality services to meet local needs by increasing attendance at work, which will in turn increase productivity and improve morale of the workforce. This will result in an improved customer satisfaction level from the community on services provided;
3. Develop new ways of working by introducing a change in how managers deal with sickness absence which will ensure consistency in approach and issues are promptly resolved with specialist advice and support;
4. Develop a skilled and capable workforce by ensuring that all managers are trained in the new sickness absence policy and develop their management skills to deal with performance management issues effectively and consistently;

5. Improvements in performance management will result in an overall reduction of working days lost, an associated reduction in agency costs and achieve value for money.

#### 4 **Other Implications**

##### (a) Financial

The Council are currently reporting an annual 10 fte days lost per employee. The actions / proposals included in this report anticipate and aim towards a reduction to 6 fte days by 2014/2015.

##### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	We have met the statutory consultation timescales with our Joint Trade Unions and have complied with the Green Book Conditions.	
Property	None	
Human Rights	None	
Health and Safety	None	To encourage all staff to consider their working environment, their responsibilities for their own health and safety and worklife balance.
Employment Issues	<ul style="list-style-type: none"> <li>All staff are affected by the Employee Wellbeing Initiatives and have been invited to participate.</li> <li>The Sickness Absence Policy has been reviewed with our Trade Unions and statutory consultation timelines have been met. However this review does not affect any of their employment rights.</li> </ul>	
Equalities Issues	None	The review of the sickness absence policy has been conducted with representatives from the Disability Forum to ensure that our disabled staff are treated fairly and consulted with the group.
Community Support	None	
Communications	A Communications Plan has	The Communications

	been established supported by the Wellbeing Project Group and CMT to ensure that all Wellbeing Initiatives are corporately advertised to all staff.	Plan will be continually updated as initiatives are completed / developed.
Community Safety	None	
Financial	None	Reduction from 10 days lost due to Sickness to 6 days lost which will give the Council a financial saving and increase productivity levels.
Timetable for delivery	April 2013 –new sickness absence balanced scorecard launched.  Ongoing programme of Wellbeing Initiatives.	
Project Capacity	None	
Other	None	Need to work with specialist experts (e.g. Occupational Health, NHS and PCT)

(c) Human Rights Act and Other Legal Implications

We have met the statutory consultation timescales with our Joint Trade Unions and have complied with the Green Book Conditions.

(d) Equalities Impact Assessment

An Equalities Impact Assessment has been undertaken for the Wellbeing Strategy update and is attached as Appendix A.

(e) Workforce

All staff are affected by the Wellbeing Strategy and the unions are members of the Wellbeing Project group.

**5 Supporting Information**

Update on Wellbeing Initiatives

5.1 A Healthy Eating Campaign will be held on 12 June 2013 and follows on from the successful health kiosk that was held in September 2012. The campaign will be held between the core hours of 10.00 am – 11.00 am and 3.00 pm – 4.00 pm outside of the lifts on floors one and two, where staff will be invited to take part in some taster sessions and a fun quiz. The campaign will include:-

- Alcohol awareness – calories in your drinks
- Food labelling & takeaways – salt, fat and sugar info
- 5-a-day – free tasters of fizzy fruit based drinks which count as one of your 5-a-day, free cake tasters of ‘hidden’ goodness e.g. chocolate beetroot brownie

- Energy in, energy out – balancing the scales and the consequences of obesity
- Know your portions
- Survey - completed ones will be entered into a prize draw to win one of two healthy hampers worth £50 each. Staff will need to visit both floors to get the answers for the survey!

## 5.2 Pace along with your Pedometer

This exciting, healthy and fun initiative being organised in conjunction with the British Heart Foundation will start on 1 July 2013 and will be held for one month. Each team will consist of 5 members to include a nominated captain. Each team member will be issued with a pedometer and there will be various locations identified within Slough to “clock” up the miles. In addition, there will be other local initiatives that are available, for example the healthy walks programme being held by the Leisure team. The winning team will win the accolade of walking the most miles and there will be a trophy presented to the team. Further details are to be released via grapevine and it is anticipated that there will be a good take up of this inclusive event.

## 5.3 Further initiatives planned include:-

- \* a “Tour de Slough” to link in with the Council’s promotion of the salary sacrifice scheme to purchase a bike;
- \* a health MOT to pick up any findings from the healthy eating campaign;
- \* stress contributors – in readiness for Christmas build up

***Healthy, Happy and Here***

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee      **DATE:** 6<sup>th</sup> June 2013

**CONTACT OFFICER:** Kevin Gordon, Assistant Director  
Greg O'Brien  
**(For all enquiries)** Democratic Services Officer  
(01753) 875013

**WARD(S):** All

**PART I**  
**FOR INFORMATION**

**EMPLOYMENT & APPEALS COMMITTEE – 2013/14 WORK PROGRAMME**

1      **Purpose of Report**

1.1 This report sets out a work programme reflecting the main priorities for the Committee in the coming year.

2      **Recommendation**

2.1 That the Committee notes the 2013/14 work programme.

3      **Supporting Information**

3.1 The work programme has been designed to support initiatives in the workforce strategy. The programme is not exhaustive and members will be able to add to the programme during the year, should other priorities arise

4      **Appendix**

4.1 The work programme is attached as an Appendix.

5      **Background Papers**

None

This page is intentionally left blank

**EMPLOYMENT & APPEALS COMMITTEE**  
**WORK PROGRAMME 2013/14**

Meeting Date	Final deadline for Reports	Agenda Despatch
<p style="text-align: center;"><b>6 June 2013</b></p> <p><b>Regular progress reports</b></p> <ul style="list-style-type: none"> <li>• Sickness absence</li> <li>• Temporary Agency Staff</li> </ul> <p><b>Other Items</b></p> <ul style="list-style-type: none"> <li>• Accommodation Strategy – Reorganisation of office space</li> <li>• Priorities for 2013/14 – work programme</li> <li>• Further staff wellbeing initiatives including Team Building Competitions</li> </ul>	Tuesday 28 May	Wednesday 29 May
<p style="text-align: center;"><b>12 September 2013</b></p> <p><b>Regular progress reports</b></p> <ul style="list-style-type: none"> <li>• Sickness absence</li> <li>• Temporary Agency Staff</li> </ul> <p><b>Other Items</b></p> <ul style="list-style-type: none"> <li>• Performance Management – appraisals, competency framework</li> <li>• Members role in appeals &amp; hearings</li> <li>• Use of compromise agreements</li> </ul>	Monday 2 September	Wednesday 4 September
<p style="text-align: center;"><b>23 January 2014</b></p> <p><b>Regular progress reports</b></p> <ul style="list-style-type: none"> <li>• Sickness absence</li> <li>• Temporary Agency Staff contract</li> </ul> <p><b>Other Items</b></p> <ul style="list-style-type: none"> <li>• Communicating the workforce strategy to staff</li> <li>• Recruitment &amp; Retention, including recruitment processes.</li> </ul>	Monday 13 January	Wednesday 15 January

7 April 2014	Wednesday 26 March	Friday 28 March
<p><b>Regular progress reports</b></p> <ul style="list-style-type: none"> <li>• Sickness absence</li> <li>• Temporary Agency Staff</li> </ul> <p><b>Other Items</b></p>		



**MEMBERS' ATTENDANCE RECORD 2012/2013**

**EMPLOYMENT AND APPEALS COMMITTEE**

COUNCILLOR	MEETING DATE				
	28.05.12	28.06.12	30.10.12	24.01.13	03.04.13
Aujla	Ab	P	Ab	Ap	Ap
Chaudry	Ab	Ab	P	P	P
Chohan	P	P	Ap	P	P
Coad	Ap	P	Ap	P	P
A S Dhaliwal	Ab	P	P	P	P
S K Dhaliwal	Ap	P	Ap	P	P
Plenty	P	P	P	P	P
Sandhu	Ab	Ab	Ab	Ab	Ab
Sharif	P	P	P	P	P

P = Present for whole meeting  
 Ap = Apologies given

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

This page is intentionally left blank