

Date of issue: Wednesday, 14 January 2015

<b>MEETING</b>	<b>EMPLOYMENT &amp; APPEALS COMMITTEE</b> (Councillors Brooker (Chair), Chohan, Coad, Dhaliwal, N Holledge, Plenty, Sandhu, Sharif and Zarait)
<b>DATE AND TIME:</b>	THURSDAY, 22ND JANUARY, 2015 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>	NEIL FRASER 01753 875015

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</u> <u>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 20th October 2014 | 1 - 6 |
|----|--|-------|

**SERVICE IMPLEMENTATION ISSUES**

- |    |  |         |
|----|--|---------|
| 3. | Temporary Agency Staff- Progress on Implementation and Baseline Monitoring | 7 - 12  |
| 4. | Sickness Absence Performance Update  | 13 - 30 |
| 5. | Staff Wellbeing Programme Update   | 31 - 34 |
| 6. | Forward Work Plan  |         |
| 7. | Members Attendance Record  | 35 - 36 |
| 8. | Date of Next Meeting   |         |

Wednesday, 8<sup>th</sup> April 2015

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. Please contact the Democratic Services Officer shown above for further details.

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

This page is intentionally left blank

**Employment & Appeals Committee – Meeting held on Monday, 20th October, 2014.**

**Present:-** Councillors Brooker (Chair), Chohan, Coad, Dhaliwal, N Holledge (Vice-Chair), Plenty, Sandhu, Sharif and Zarait

**PART 1**

**13. Declarations of Interest**

None.

**14. Minutes of the Meetings held on 24th June 2014 and the Special Meeting held on 11th August 2014**

Councillor Zarait advised that he had submitted his apology for the previous meeting through Councillor Sharif. Councillor Sharif arrived late at the meeting and apologies had already been taken. The Democratic Services Officer advised that she would amend the attendance record for the previous meeting to indicate that Councillor Zarait had submitted an apology.

Under matters arising it was noted that at the previous meeting the Committee had considered a report on Workforce issues for the year ahead and it was suggested that the next meeting be held at St Martin's Place so that Members could view new office layouts and furniture. This was not possible due to ongoing works but Kevin Gordon invited all Committee Members to view the new furniture and seating arrangements on Second Floor West with a Member of the Facilities Team. (Members were requested to email Teresa Clark to arrange).

**Resolved** – That the minutes of the Meeting held on 24<sup>th</sup> June 2014, and the Special Meeting held on 11<sup>th</sup> August 2014, be approved as a correct record subject to an amendment to show that Councillor Zarait had submitted an apology for the last meeting held on 11<sup>th</sup> August.

**15. Recruitment in Children Services Update and Step up to Social Work Programme**

With the approval of the Committee, the report detailing Recruitment in Children's Services and Step up to Social Work Programme was taken first. Karl Davis, Head of Service- Child Protection & Looked After Children outlined the report.

Recruitment in Children Services

The Officer advised that following an Ofsted inspection it was highlighted that there was a need for priority and immediate action to 'develop and put into

## Employment & Appeals Committee - 20.10.14

operation a comprehensive workforce strategy to attract and keep high quality, experienced permanent staff in Slough'. Following a request by the Committee at its meeting in April a progress report on what had been achieved so far was provided.

Members were informed that the actions taken included:

- A regional benchmarking exercise, together with developed and agreed proposals for recruitment and retention incentives for social workers and managers in front line social work teams.
- Re-designed recruitment and promotional materials and a national recruitment campaign, resulting in 14 candidates being offered and accepting posts including 3 experienced and 6 newly qualified social Workers.
- A comprehensive 12 month programme of support (including 'restricted' case loads) and development for newly qualified social workers. It was confirmed that the current cohort of 5 would complete this programme in February 2015, whilst the second cohort of 7 newly qualified social workers had been recruited and had commenced employment in September 2014.
- A re-designed working environment for social work teams, to ensure teams and managers could sit together.
- Children, Young People and Family Services now had a stable senior management team covering the Early Help and Social Care services.

The impact of the above actions was discussed. It was predicted that the target of 80:20 permanent to agency social work staff would be reached by October 2016, ahead of the February 2017 target. It was anticipated that 8 of the 11 front line social work teams would have permanent first line managers in post before December and it was felt that morale was good, due to permanent staff feeling valued. The Committee was advised that the two cohorts of newly qualified social workers were being well supported whilst they learned to be 'good' social workers. By September 2015, assuming all remained working with Slough, there would be 12 'grown' permanent social workers who would be working towards becoming experienced practitioners.

It was highlighted that the overall aim of saving the authority money, and providing consistency for children through the avoidance of overreliance on agency staff, would not be a 'quick fix'. Instead, it was believed that only through a concerted effort on a number of fronts would such objectives be realised.

### Step Up to Social Work Programme

The Officer advised that the Step Up to Social Work initiative was a government incentive to encourage graduates from other professions to come into Social Work on a fast track programme. Members were informed that the programme's recruitment process was robust and rigorous, to ensure that the selected applications would be of high quality. This scheme, and supporting

## **Employment & Appeals Committee - 20.10.14**

recently graduated social workers through the Assessed Year in Practice Scheme, helped to enable Slough to 'grow its own' social work staff.

It was confirmed that Slough currently had 2 students on the Step up to Social Workers scheme as well as recent social work graduates being supported through their AYSE.

It was hoped that many of these students would choose Slough as a place for permanent employment at the end of their placement

Moving forward, the Step Up scheme would continue throughout 2015, and consideration was being given to increasing the number of students within the programme.

In the following debate Members asked a number of questions. The Officer clarified that Qualified Social workers had to fulfil a year on the job before receiving a job offer and that a market supplement would be paid after one year followed by a bonus at 18 months.

In response to a Member question it was confirmed that high levels of agency staff in a team could increase sickness levels of the remaining permanent staff, though it was hoped that the filling of permanent vacancies would reduce sickness levels. It was highlighted that in the Protection in Care team (high levels of permanent staff and managers ) the sickness levels were Nil for the last 2 months.

A Member questioned why the performance target set for a ratio of 80:20 permanent to agency social work staff had not been set at 100 %. He was advised that the target was set by Cabinet and was thought to be a realistic one. The Member also reminded the Officer that the Committee had previously suggested that the availability of Key Worker accommodation be explored. The Officer advised that flats were available through two Housing Associations and new build flats would be reserved for key workers. They would also be able to access part-buy schemes. It was confirmed that the lack of take up could be attributed to the fact that the workers already lived locally and were not in need of accommodation.

The Officer was asked why it had taken so long for the new social worker scheme to be established. The Officer advised that an alternative programme of advertising was not successful and he was confident that this new more creative approach with a reward scheme would be more effective.

A Member questioned whether the newly appointed Commissioner would make any changes to the Social Worker Scheme and was advised that this was unlikely.

Members welcomed the new measures to improve the recruitment and retention of Social Workers.

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

### 16. Sickness Absence Performance Update

Kevin Gordon, Assistant Director, Professional Services, updated the Committee on the Council's performance in reducing sickness absence, which the Committee had requested should be reported to all future meetings. It was noted that the average full time equivalent of days lost over the year from 1<sup>st</sup> August 2013 to 31<sup>st</sup> July 2014 was 8.6 days, a figure above the target of 6.8 days which the Council had hoped could be achieved by September 2014.

The Committee considered a summary of the balanced scorecards by Directorate over the last year, up to July 2014 which indicated that Slough BC was beginning to positively manage sickness absence. Managers would continue to undertake formal meetings with employees when trigger points were hit and Members were advised that 97.9% of managers and supervisors had attended Sickness Absence Training.

The Officer discussed the most common reasons for absence during the period 1<sup>st</sup> March 2014 to 31<sup>st</sup> August 2014, with skeletal, breaks/sprains having the highest levels of absence and this was common in the Wellbeing Directorate. Mental health problems such as stress, depression and anxiety contributed to a significant number of days lost and to tackle this further mechanisms for staff to cope with stress and assistance for managers to address mental health problems were being developed as part of the Employee Wellbeing Project.

In the ensuing debate Members asked a number of questions regarding the sickness statistics including how stress and mental illness were assessed in staff. The Officer advised that patterns of sickness would be monitored and staff would be offered confidential advice and assistance through occupational health with GP involvement. A Member highlighted that on page 16 of the agenda papers the table at the foot of the page detailing reasons for sickness absence was incorrect. The % of days lost column added up to approx 50% indicating that a significant number of reasons had been omitted. Kevin Gordon advised that the reasons for sickness column would be updated for next meeting to provide a fuller picture of absences.

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

### 17. Update on the use of Honorarium Payments

Kevin Gordon, Assistant Director, Professional Services, introduced a report detailing how honorarium payments were awarded to staff. This information was requested by Members at a previous Committee meeting.

The Officer advised that the Council had an agreed honorarium scheme which provided managers with a mechanism to reward individual employees for exceptional contributions to the work of the council which were considered to be above the normal remit of their substantive post. These payments were



## **Employment & Appeals Committee - 20.10.14**

normally of a temporary nature and included undertaking part of the duties of a higher graded post over an extended period or undertaking additional project work.

The Officer confirmed that there were other situations which could arise whereby managers may need to exercise their discretion as to whether an employee should be rewarded in recognition of their contributions for specific work. Members were informed that honoraria payments were not paid when an overtime payment would be appropriate. It was also confirmed that the Council employed a strict authorisation process and policy to ensure that payments were consistent and fairly reflected the nature of the additional contribution made. The HR professional team provided guidance on what would be a suitable payment, taking into account the nature of the work undertaken, or the level of the post for which additional duties were being undertaken on a temporary, and sometimes extended basis.

The Committee was referred to data which showed a breakdown of the honorarium payments made for the period 1<sup>st</sup> March 2014 to 31<sup>st</sup> August 2014. The Officer confirmed that Finance and HR scrutinised the award of honorariums and Finance ensured that payments were covered within departmental budget allocations.

Members raised a number of questions of detail including what was considered to be 'an exceptional contribution' and the Officer advised that this could be for example where someone covered work which was well beyond their job description. It was confirmed that there was no specific budget set aside for the payment of honorariums.

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

### **18. Member's Attendance Record**

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

### **19. Date of Next Meeting - 22nd January 2014**

The date of the next meeting was confirmed as 22<sup>nd</sup> January 2014.

Chair

(Note: The Meeting opened at 6.35 pm and closed at 8.00 pm)

This page is intentionally left blank

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee      **DATE:** 22nd January 2015

**CONTACT OFFICER:** Roger Parkin –Director of Customer & Community Services

**AUTHORS:** Claire Portsmouth

**(For all enquiries)** (01753) 875472

**WARD(S):** All

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

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

1 **Purpose of Report**

This report is to provide members with an update on the Temporary Agency Staff Contract with Matrix.

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

The Committee is requested to Resolve:

- (a) That the report be noted.
- (b) Members consider any 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 flexibly 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:

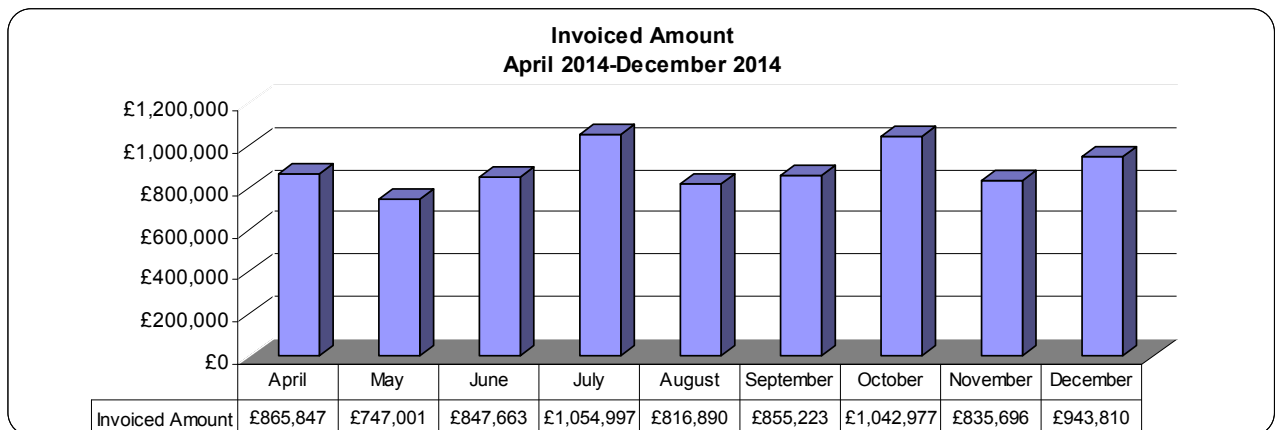
1. Improve customer experience by improving service delivery from the provider.
2. Deliver high quality services to meet local needs by ensuring access to a diverse work force through broadening access to higher quality resource (e.g. Occupational Therapists / Physiotherapists / Qualified Social Workers).

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 total invoiced amount this year to date (April to December 14) is £8,010,106, and is therefore forecast for a full year to be in the region of £10.4m. Although significantly more than the total spent last year with Matrix (£7,804,937) it should be noted that the movement of 'off contract' staff to Matrix will have contributed to this increase. 'Off contract' spend will be addressed further later in this report.



##### (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. Current market forces in relation to Social Workers are influencing this risk	
Employment Issues	Unable to recruit on agreed pay scales in Matrix. Pay scales are aligned to council pay 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	
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.

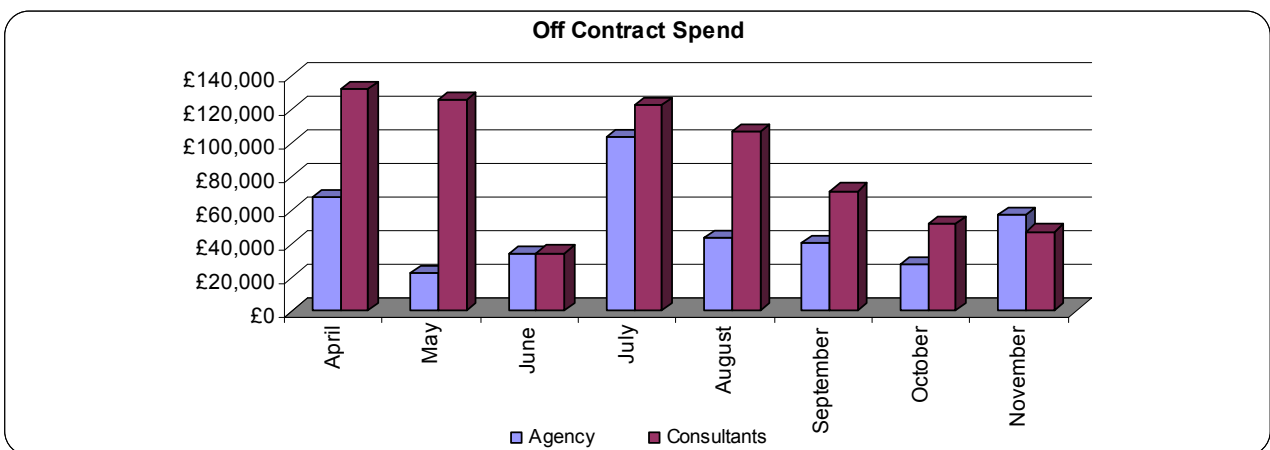
**5 Supporting Information**

5.1 Slough and Matrix SCM have been working hard over the last 6 months to secure agencies to provide services under 'Professional/Executive' category posts. These posts are mainly staff working in niche posts or those over level 9 where the specialist skills may not be available from a general recruitment agency. This has assisted the council in having fewer requests for 'off contract' spend. This agency base will continue to be built over the length of the contract.

5.2 In the last 6 months, Matrix has undergone an exercise with the agencies to decrease the margin costs for staff that have been employed for more than 12 weeks. The majority of agencies did assist in this cost cutting exercise and figures from the last quarterly report (July to September) show 97 placements were re-procured with a savings total so far of almost £19k.

6 We still have issues with agency staff pay parity between full time permanent employees and temporary staff workers in-line with the Agency Worker Directive. As these fees continue to grow, any savings gained from the re-procurement exercise with agencies is negated to pay the extra salary demands. We will continue to work with Matrix and internal management to ensure that we can keep requests to a minimum and that we start to realise further savings. Permanent recruitment in social care will help to alleviate some of the burden of these increasing costs.

6.1 There are currently 10 workers through CDL (Clients Direct Ltd) which is the payroll arm of Matrix SCM. We have worked hard with Matrix over the last 6 months to move our 'off contract' workers to Matrix either as an individual consultant or with their agency and are currently working with Matrix to engage another 3 agencies to work on our executive category list to enable us to move the spend from the table below to Matrix spend. The majority of our 'off contract' workers are now coming through this route. The graph below shows the cost of 'off contract' spend since April 2014 on a downward trend to the end of the year.



There are currently 14 staff outside of the Matrix contract (as at November) costing a total of £104,631, which is a 50% reduction since April where there were 28. We have spent £1,092,324 since April 2014 outside of the Matrix contract, which is a reduction on last financial year where the final figure was approximately £2m. The majority of this spend is with the Wellbeing directorate which accounts for 55% at its lowest (June) and 88% (October) at the highest range of spend.

6.2 Matrix SCM did produce another user survey, however again the uptake was too low to form any basis on the contract from a user perspective. Matrix SCM will continue to periodically run user surveys and I will report to Committee as and when these take place.

6.3 Below is a breakdown of agency staff placements and the tenure of those staff by directorate:

<b>Scorecard as at 31<sup>st</sup> December 2014</b>		
<b>Directorate</b>	<b>Number of Placements</b>	<b>Tenure (weeks)</b>
Chief Executive	8	0-13 = 2 14-26 = 3 27-39 = 1 40-52 = 1 Over 52 = 1
Customer & Community Services	10	0-13 = 2 14-26 = 5 27-39 = 0 40-52 = 1 Over 52 = 2
Regeneration, Housing & Resources	26	0-13 = 10 14-26 = 9 27-39 = 1 40-52 = 2 Over 52 = 4
Wellbeing	184	0-13 = 28 14-26 = 34 27-39 = 25 40-52 = 21 Over 52 = 76
<b>Total</b>	<b>228</b>	<b>0-13 = 42</b> <b>14-26 = 51</b> <b>27-39 = 27</b> <b>40-52 = 25</b> <b>Over 52 = 83</b>

6.4 The table below shows a breakdown of the number and title of active temporary staff placements by job category:

Job Category	Chief Exec	Customer & Community	Resources, Housing, Regen	Wellbeing	Total
Admin & Clerical	3	3	3	13	22
Driving				3	3
Engineering & Surveying		2	2		4
Executive			3	3	6
Facilities/Environmental		1	1		2
Housing/Benefits/Planning		1	15		16
IT	1				1
Legal	3				3
Management		2		2	4
Manual Labour			1		1
Social/Healthcare Non-Qualified	1	1		41	43
Social/Healthcare Qualified			1	122	123

As demonstrated above, the majority of workers through Matrix are for Social Care posts both qualified and non-qualified – 73%, with Admin & Clerical the next populated with 10% of the total.

## **7 Conclusion**

7.1 The contract with Matrix SCM continues to build however there is still work to do to ensure that the contract remains fit for the future. This contract is due to expire in January 2017 with options to extend, however a decision on this would not be taken until January 2016 to allow enough time to re-procure if required.



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee  
**DATE:** 22<sup>nd</sup> January 2015  
**CONTACT OFFICER:** Kevin Gordon, Assistant Director Professional Services  
**WARD(S):** All

**PART 1**  
**FOR INFORMATION****SICKNESS ABSENCE PERFORMANCE UPDATE****1 Purpose of Report**

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

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

The report is submitted for information only.

**3 Supporting Information**

The sickness absence balanced scorecard continues to be reported at management team meetings to monitor sickness absence in service areas. It highlights to senior management where relevant action is being taken or not, in accordance with the sickness absence policy. Additional support to help manage sickness levels in the Wellbeing Directorate has been provided by the HR team, led by the Directorate Senior Management team. This has resulted in an increase in the Wellbeing Management Score from 61.3 in August to 74.4 in October 2014 in the right direction.

Appendix 1 – shows the graph of sickness absence rates per month (expressed as Full Time Equivalent Days lost FTE) up to October 2014. Since the last report to Committee in October there has been an increase in days lost in August (+0.2 days) and September (+0.1 days) and remaining the same for October at 0.8 sick days per FTE. There is no identifiable explanation for this increase.

Appendix 2 provides a summary of the balanced scorecards by Directorate over the last year up to October 2014.

Currently the overall management score for the Council is 74.9 which is a significant improvement from the last report in October which reported a score of 64.6. This indicates that as a Council we are positively managing sickness absence.

To improve the Council's management score, compliance with the sickness absence policy is necessary. In particular managers undertaking formal meetings with employees when they hit trigger points and progressing through the different stages of the policy. 12% of our workforce has met the 6 day trigger period over the last six months, and from the data provided by managers the scorecard indicates if these staff are being managed through the formal process. This has improved over the last 3 months from 39.2% in August to 58.3% in October which indicates that

managers are effectively managing sickness in their areas although this could be developed further.

97.9% of managers and supervisors have attended the Sickness Absence Training.

From the Directorate Scorecards, 1 out of the 4 Directorates have met the target of 6.8 days. The table below gives the comparative data for each directorate.

Directorate	Actual Number of Days
Chief Executives	5.3
Customer and Communities	7.0
Resources, Housing and Regeneration	8.3
Wellbeing	10.5

It is recognised that the Wellbeing Directorate, which has the largest workforce, is showing the greatest number of days lost. This is not unusual as it is recognised that the sickness absence rate will be higher in this directorate due to the nature of the work undertaken i.e. front line support to vulnerable clients. Therefore following a benchmarking exercise which has indicated that social care services are prone to higher levels of recorded sickness, a revised target of 9.4 days lost has been set for March 2015 for the Wellbeing directorate.

Occupational Health is a vital component to ensure relevant medical advice is sought in a timely manner. 61.9% of staff that had hit the sickness absence trigger had been referred to Occupational Health to enable the manager to support the employee with their sickness. However from these referrals there were some staff that did not attend (DNA) their appointment, as shown below. The number of staff not attending appointment has reduced from 6 to 4 in this quarter.

Month	%	Number	Management Action
August	5.76%	3	2 were by same person subsequently dismissed, 1 – no information re action taken received from management
September	1.78%	1	Management Instruction
October	0%	0	N/A

\* NB: DNA's are calculated based on the number of booked appointments.

The most common reasons given for sickness absence for the period 1<sup>st</sup> May 2014 to 31<sup>st</sup> October 2014 for the Council is as follows:

Sick Reason	Total Days	% of Days Lost
Skeletal, breaks/sprains	994	22%
Stress	865.5	19%
Other	657	14%
Infections	485.5	11%
<b>Total Days lost</b>	<b>4595</b>	

Skeletal, breaks and sprains is the highest reason for absence for the Council. The Wellbeing Directorate has the highest number of skeletal and back problems which are common within occupational groups working in this directorate (e.g. care staff). To prevent this reason additional physiotherapy support has been arranged through our Occupational Health service for this group of staff. Early intervention and a team approach will help to manage aches and pains and prevent exacerbation of musculoskeletal disorders, as well as sickness absence. Therefore the Council

has organised back care clinics which includes a mix of Pilates, Yoga and Functional Exercises focusing on the neck and back to promote back care, flexibility and core stability.

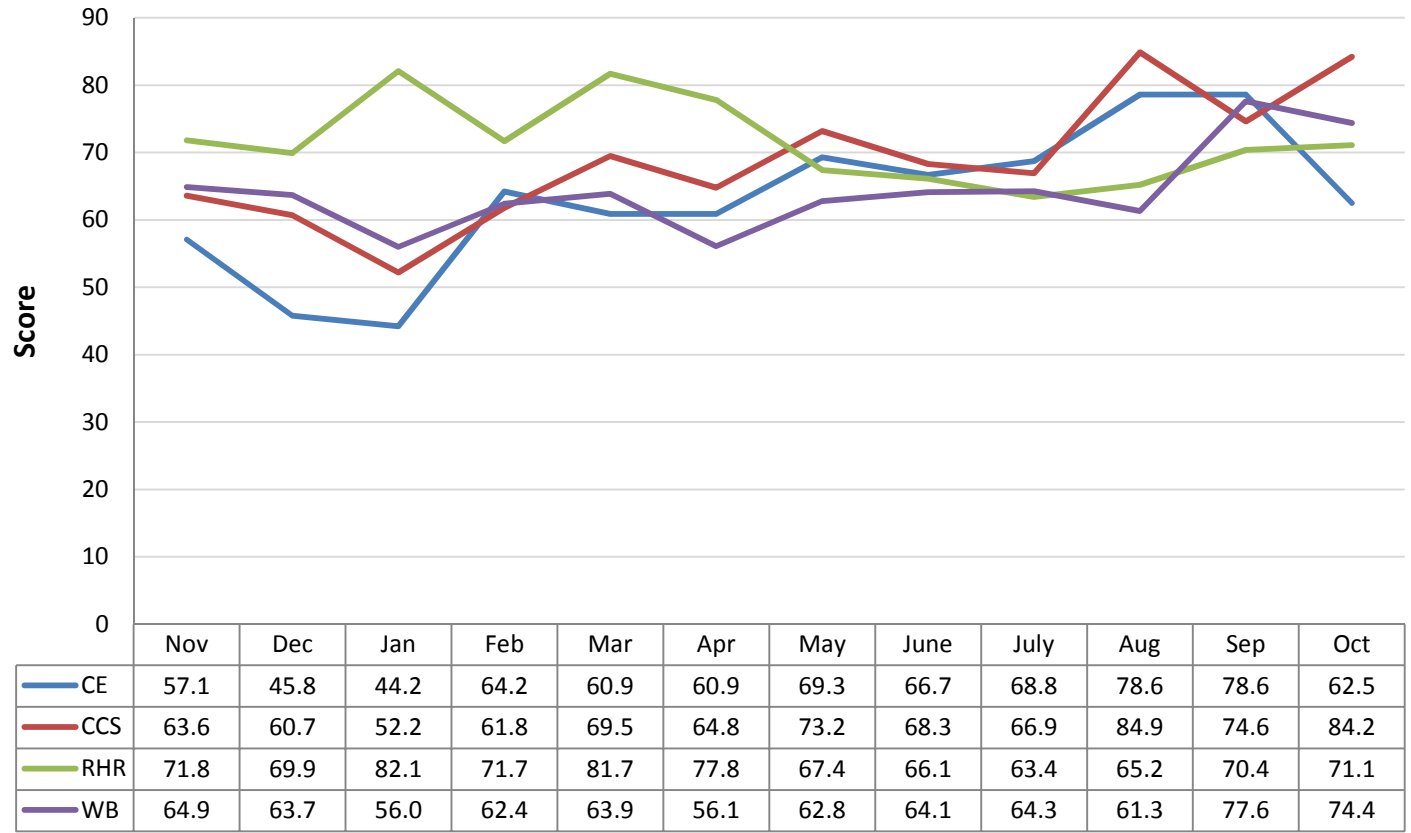
Mental health problems such as stress, depression and anxiety contributed to a significant number of days of work lost. In addition to the publicity of the Employee Counselling service (Optum), work is being developed as part of the Employee Wellbeing Project to identify initiatives via our Community Mental Health team to identify mechanisms for staff to cope with stress and assistance for managers to address mental health problems.

The category 'other' contributes to a significant number of days lost, however 'other' could be defined in any of the other sickness categories. Further work is being undertaken to ensure managers investigate the reason for absence with their staff to ensure that sickness is recorded correctly. This will then give a true reflection of the Councils sickness days lost.

Currently infections such as coughs, colds, chest infections are typically shorter term absence however account for a high number of days lost across the authority.

This page is intentionally left blank

**Overall Management Score November 2013 to October 2014**



This page is intentionally left blank

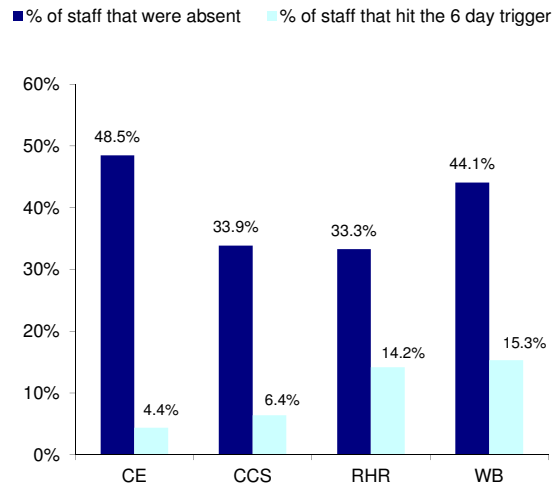
Please see enclosed the Sickness Balanced Scorecard for October 2014 for SBC, CE, CCS, RHR and WB. Also see attached the sick days per FTE from November 2013 to October 2014.

## Sickness Balanced Scorecard - October 2014 Report SBC (May 14 - Oct 14)

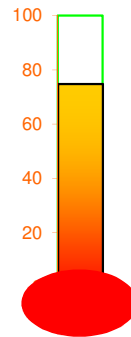
	CE 68	CCS 327	RHR 225	WB 535	Total 1155
Number of staff overall					
Staff sick for at least 1 day	33	111	75	236	457
Staff that met the 6 day sickness trigger	3	21	32	82	139
Staff referred to OH	2	15	16	52	86
Staff had stage 1 meeting when 6 day trigger met	1	17	14	48	81
Staff with further absence after stage 1 meeting	0	5	3	12	21
If further sickness, stage 2 meeting taken place	0	1	2	10	13
Staff with further sickness after stage 2 meeting	0	0	1	5	6
Staff that have had a Director Review	0	0	1	1	2
Managers attended or booked onto absence course	13	66	53	101	233

### How can I improve this?

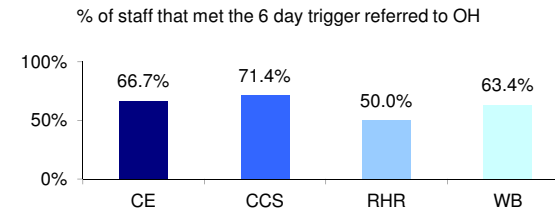
- Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
- Ensure managers are returning the completed tracker sheets within the deadline.



Overall Sickness Management Score **74.9**

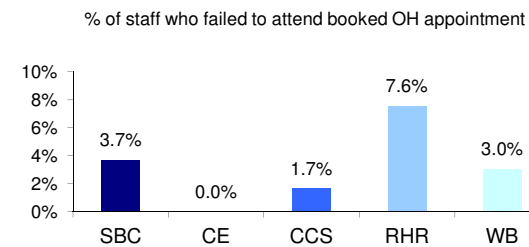


The Overall Score has components weighted at:  
50% Applying Policy  
25% Course Attendance  
25% OH Attendance.



### How can I improve this?

- Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage

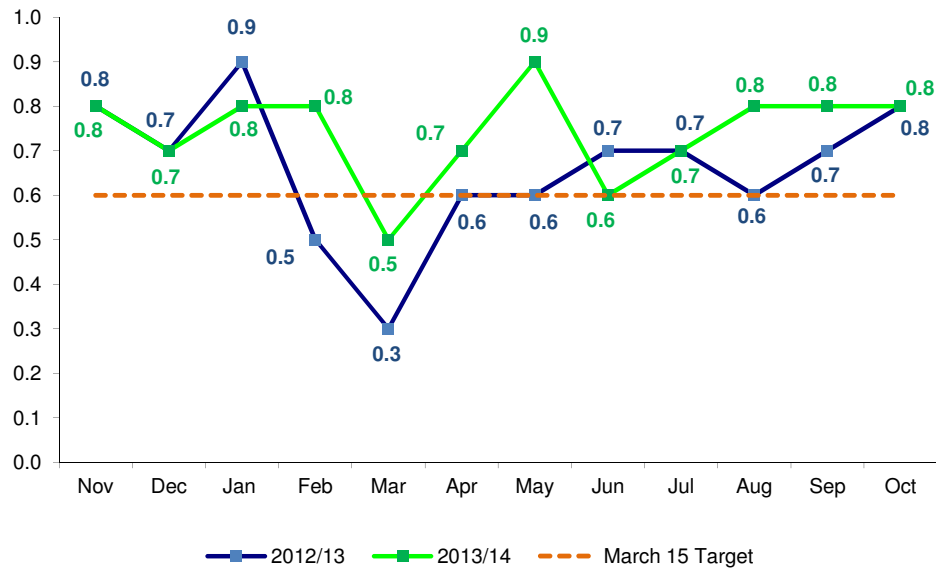


Please note this % relates to the period stated above.



**Sickness Balanced Scorecard - October 2014 Report**  
**SBC (May 14 - Oct 14)**

**Number of sick days per FTE (Monthly)**



Actuals	
Year to Date Number of Days (November 13 - October 14)	8.9
Average Per Month (Days)	0.74

Council Targets	
Year to Date Target for Mar 2015 (Days per year)	6.8
Year to Date Target for Mar 2015 (Average Per Month)	0.6

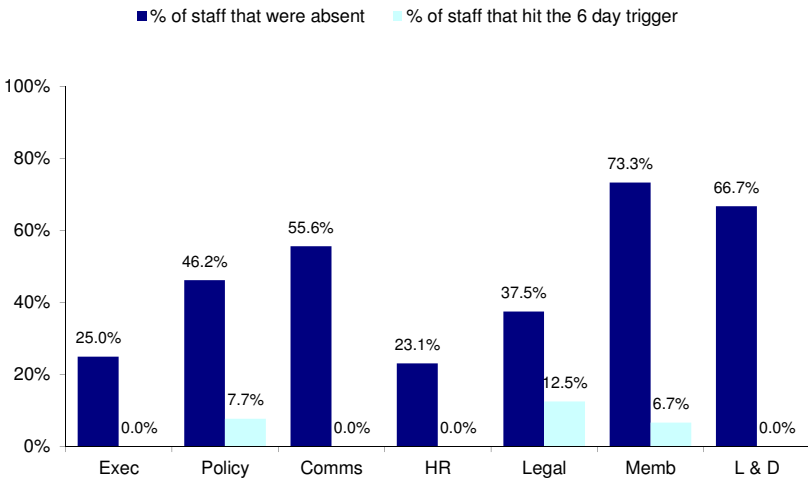
## Sickness Balanced Scorecard - October 2014 Report Chief Executive (May 14 - Oct 14)

	Executive Office		Policy		Communications		HR Services		Legal Services		Corp Memb Serv		Learning & Dev		Total	
Number of staff overall	<b>4</b>		<b>13</b>		<b>9</b>		<b>13</b>		<b>8</b>		<b>15</b>		<b>6</b>		<b>68</b>	
Staff sick for at least 1 day	1	25.0%	6	46.2%	5	55.6%	3	23.1%	3	37.5%	11	73.3%	4	66.7%	33	48.5%
Staff that met the 6 day sickness trigger	0	0.0%	1	7.7%	0	0.0%	0	0.0%	1	12.5%	1	6.7%	0	0.0%	3	4.4%
Staff referred to OH	0	-	1	100.0%	0	-	0	-	1	100.0%	0	0.0%	0	-	2	66.7%
Staff had stage 1 meeting when 6 day trigger met	0	-	1	100.0%	0	-	0	-	0	0.0%	0	0.0%	0	-	1	33.3%
Staff with further absence after stage 1 meeting	0	-	0	0.0%	0	-	0	-	0	-	0	-	0	-	0	0.0%
If further sickness, stage 2 meeting taken place	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Staff with further sickness after stage 2 meeting	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Staff that have had a Director Review	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Managers attended or booked onto absence course	-	-	1	100.0%	2	100.0%	3	100.0%	2	100.0%	4	100.0%	1	100.0%	13	100.0%

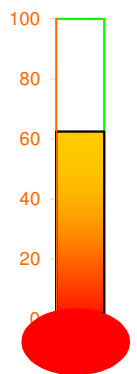
### How can I improve this?

- Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.  
- Ensure managers are returning the completed tracker sheets within the deadline.

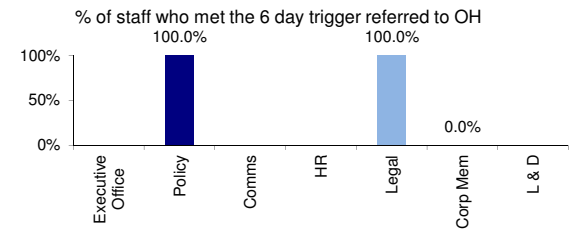
Page 22



Overall Sickness Management Score **62.5**

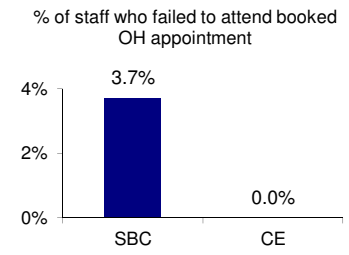


The Overall Score has components weighted at:  
50% Applying Policy  
25% Course Attendance  
25% OH Attendance.



### How can I improve this?

- Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage

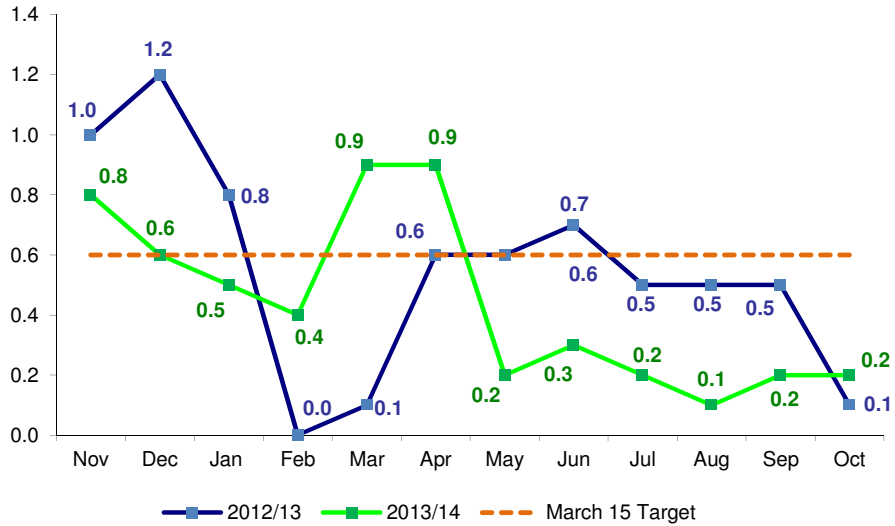


Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - October 2014 Report  
Chief Executive (May 14 - Oct 14)**

**Number of sick days per fte (monthly)**

Page 23



Actuals	
Year to Date Number of Days (November 13 - October 14)	5.3
Average Per Month (Days)	0.44

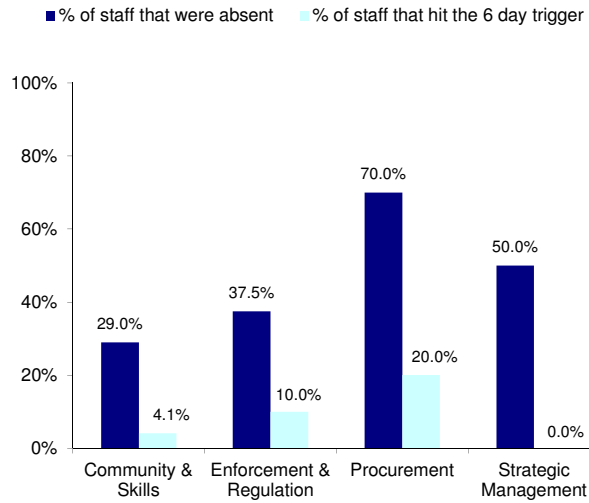
  

Council Targets	
Year to Date Target for Mar 2015 (Days per year)	6.8
Year to Date Target for Mar 2015 (Average Per Month)	0.6

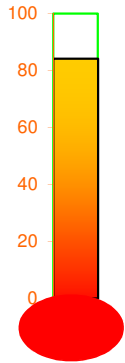
## Sickness Balanced Scorecard - October 2014 Report Customer & Community Services (May 14 - Oct 14)

	Community & Skills <b>221</b>		Enforcement & Regulation <b>80</b>		Procurement <b>20</b>		Strategic Management <b>6</b>		Total <b>327</b>	
Number of staff overall										
Staff sick for at least 1 day	<b>64</b>	29.0%	<b>30</b>	37.5%	<b>14</b>	70.0%	<b>3</b>	50.0%	<b>111</b>	33.9%
Staff that met the 6 day sickness trigger	<b>9</b>	4.1%	<b>8</b>	10.0%	<b>4</b>	20.0%	<b>0</b>	0.0%	<b>21</b>	6.4%
Staff referred to OH	<b>6</b>	66.7%	<b>6</b>	75.0%	<b>3</b>	75.0%	<b>0</b>	-	<b>15</b>	71.4%
Staff had stage 1 meeting when 6 day trigger met	<b>5</b>	55.6%	<b>8</b>	100.0%	<b>4</b>	100.0%	<b>0</b>	-	<b>17</b>	81.0%
Staff with further absence after stage 1 meeting	<b>2</b>	40.0%	<b>2</b>	25.0%	<b>1</b>	25.0%	<b>0</b>	-	<b>5</b>	29.4%
If further sickness, stage 2 meeting taken place	<b>1</b>	50.0%	<b>0</b>	0.0%	<b>0</b>	0.0%	<b>0</b>	-	<b>1</b>	20.0%
Staff with further sickness after stage 2 meeting	<b>0</b>	0.0%	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	0.0%
Staff that have had a Director Review	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-	<b>0</b>	-
Managers attended or booked onto absence course	<b>35</b>	100.0%	<b>31</b>	100.0%	-	-	-	-	<b>66</b>	100.0%

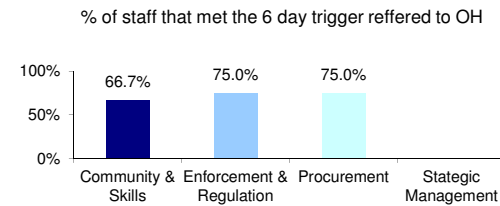
**How can I improve this?**  
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.  
 - Ensure managers are returning the completed tracker sheets within the deadline.



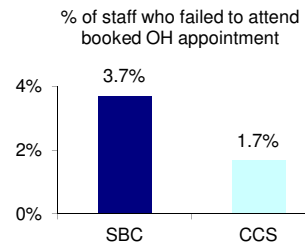
**Overall Sickness Management Score**  
**84.2**



The Overall Score has components weighted at:  
 50% Applying Policy  
 25% Course Attendance  
 25% OH Attendance.



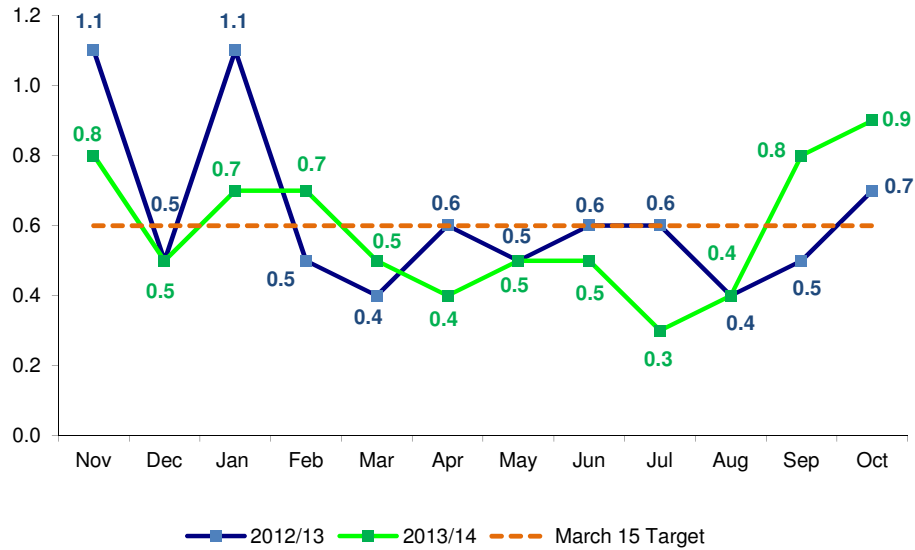
**How can I improve this?**  
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - October 2014 Report  
Customer & Community Services (May 14 - Oct 14)**

**Number of sick days per fte (monthly)**



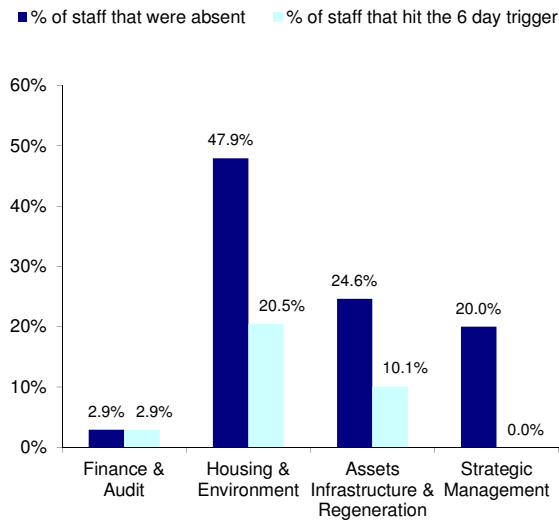
Actuals	
Year to Date Number of Days (November 13 - October 14)	7.0
Average Per Month (Days)	0.58

Council Targets	
Year to Date Target for Mar 2015 (Days per year)	6.8
Year to Date Target for Mar 2015 (Average Per Month)	0.6

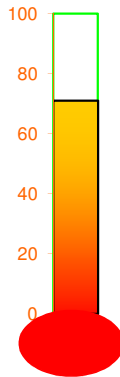
## Sickness Balanced Scorecard - October 2014 Report Resources Housing & Regeneration (May 14 - Oct 14)

	Finance and Audit	Housing & Environment	Asset Inf & Regeneration	Strategic Management	Total
Number of staff overall	<b>34</b>	<b>117</b>	<b>69</b>	<b>5</b>	<b>225</b>
Staff sick for at least 1 day	1 2.9%	56 47.9%	17 24.6%	1 20.0%	75 33.3%
Staff that met the 6 day sickness trigger	1 2.9%	24 20.5%	7 10.1%	0 0.0%	32 14.2%
Staff referred to OH	1 100.0%	11 45.8%	4 57.1%	0 -	16 50.0%
Staff had stage 1 meeting when 6 day trigger met	1 100.0%	6 25.0%	7 100.0%	0 -	14 43.8%
Staff with further absence after stage 1 meeting	0 0.0%	1 16.7%	2 28.6%	0 -	3 21.4%
If further sickness, stage 2 meeting taken place	0 -	1 100.0%	1 50.0%	0 -	2 66.7%
Staff with further sickness after stage 2 meeting	0 -	0 0.0%	1 100.0%	0 -	1 50.0%
Staff that have had a Director Review	0 -	0 -	1 100.0%	0 -	1 100.0%
Managers attended or booked onto absence course	14 100.0%	23 100.0%	16 100.0%	-	53 100.0%

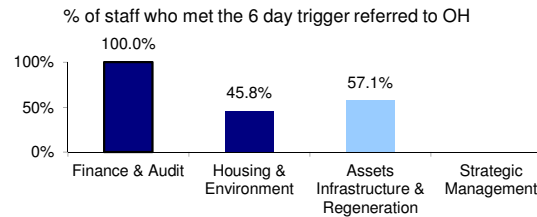
**How can I improve this?**  
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.  
 - Ensure managers are returning the completed tracker sheets within the deadline.



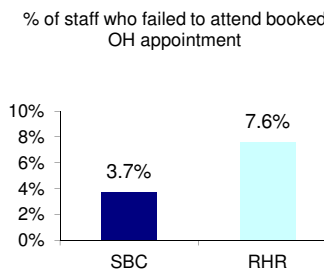
**Overall Sickness Management Score**  
71.1



The Overall Score has components weighted at:  
 50% Applying Policy  
 25% Course Attendance  
 25% OH Attendance.



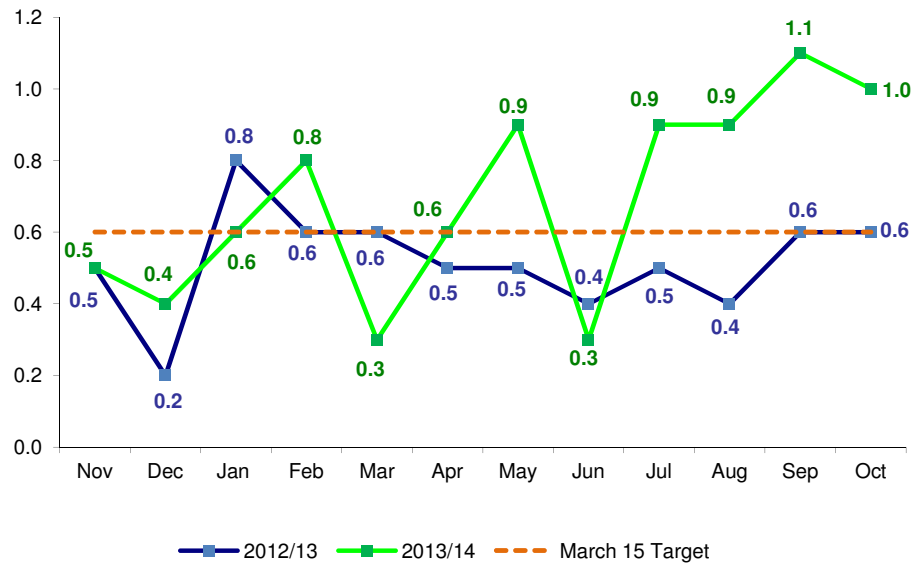
**How can I improve this?**  
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - October 2014 Report  
Resources Housing & Regeneration (May 14 - Oct 14)**

**Number of sick days per fte (monthly)**



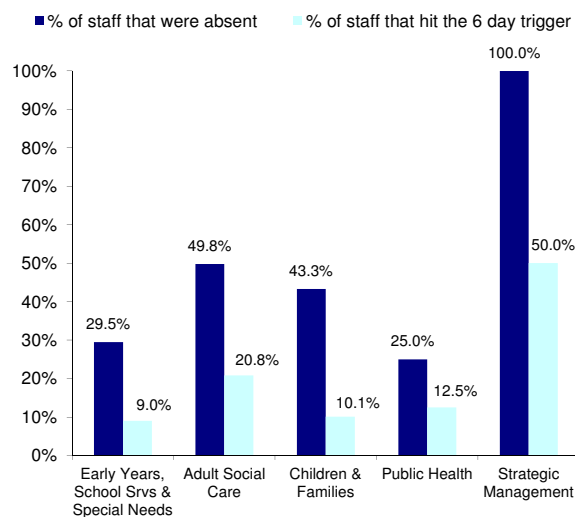
Actuals	
Year to Date Number of Days (November 13 - October 14)	8.3
Average Per Month (Days)	0.69

Council Targets	
Year to Date Target for Mar 2015 (Days per year)	6.8
Year to Date Target for Mar 2015 (Average Per Month)	0.6

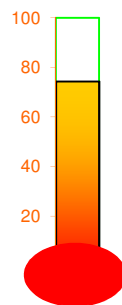
## Sickness Balanced Scorecard - October 2014 Report Wellbeing (May 14 - Oct 14)

	Early Years & School Svcs	Adult Social Care	Children & Families	Public Health	Strategic Management	Total
Number of staff overall	<b>78</b>	<b>269</b>	<b>178</b>	<b>8</b>	<b>2</b>	<b>535</b>
Staff sick for at least 1 day	23 29.5%	134 49.8%	77 43.3%	2 25.0%	2 100.0%	236 44.1%
Staff that met the 6 day sickness trigger	7 9.0%	56 20.8%	18 10.1%	1 12.5%	1 50.0%	82 15.3%
Staff referred to OH	4 57.1%	36 64.3%	12 66.7%	0 0.0%	1 100.0%	52 63.4%
Staff had stage 1 meeting when 6 day trigger met	3 42.9%	36 64.3%	9 50.0%	0 0.0%	1 100.0%	48 58.5%
Staff with further absence after stage 1 meeting	2 66.7%	8 22.2%	2 22.2%	0 -	1 100.0%	12 25.0%
If further sickness, stage 2 meeting taken place	2 100.0%	8 100.0%	0 0.0%	0 -	0 0.0%	10 83.3%
Staff with further sickness after stage 2 meeting	0 0.0%	5 62.5%	0 -	0 -	0 -	5 50.0%
Staff that have had a Director Review	0 -	1 20.0%	0 -	0 -	0 -	1 20.0%
Managers attended or booked onto absence course	10 100.0%	45 93.8%	43 95.6%	3 100.0%	- -	101 95.3%

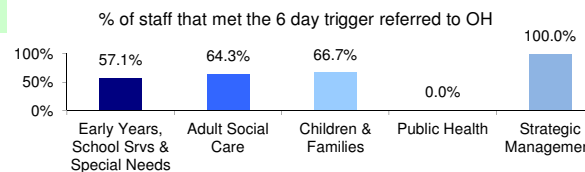
**How can I improve this?**  
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.  
 - Ensure managers are returning the completed tracker sheets within the deadline.



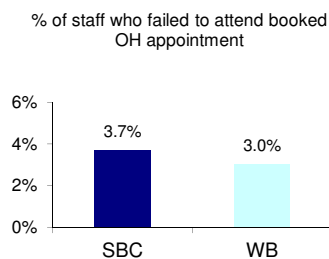
**Overall Sickness Management Score**  
**74.4**



The Overall Score has components weighted at:  
 50% Applying Policy  
 25% Course Attendance  
 25% OH Attendance.



**How can I improve this?**  
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage

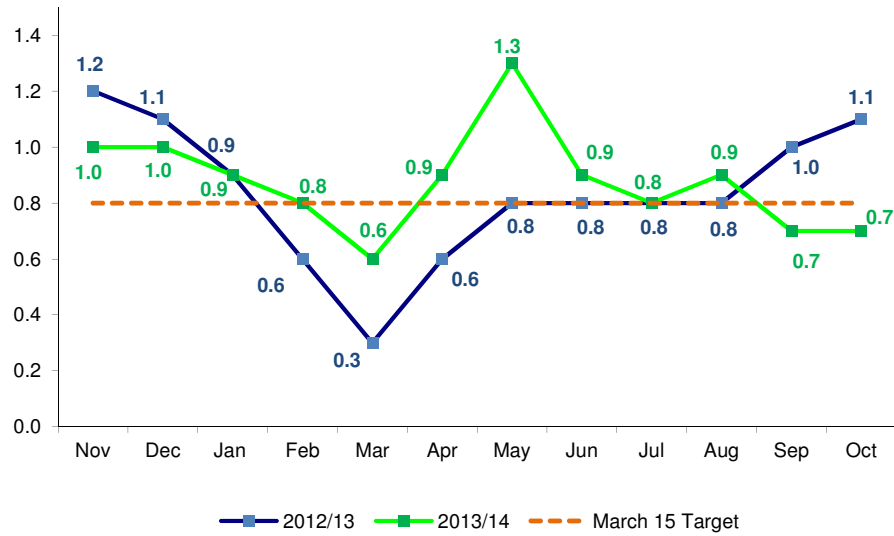


Please note this % relates to the period stated above.



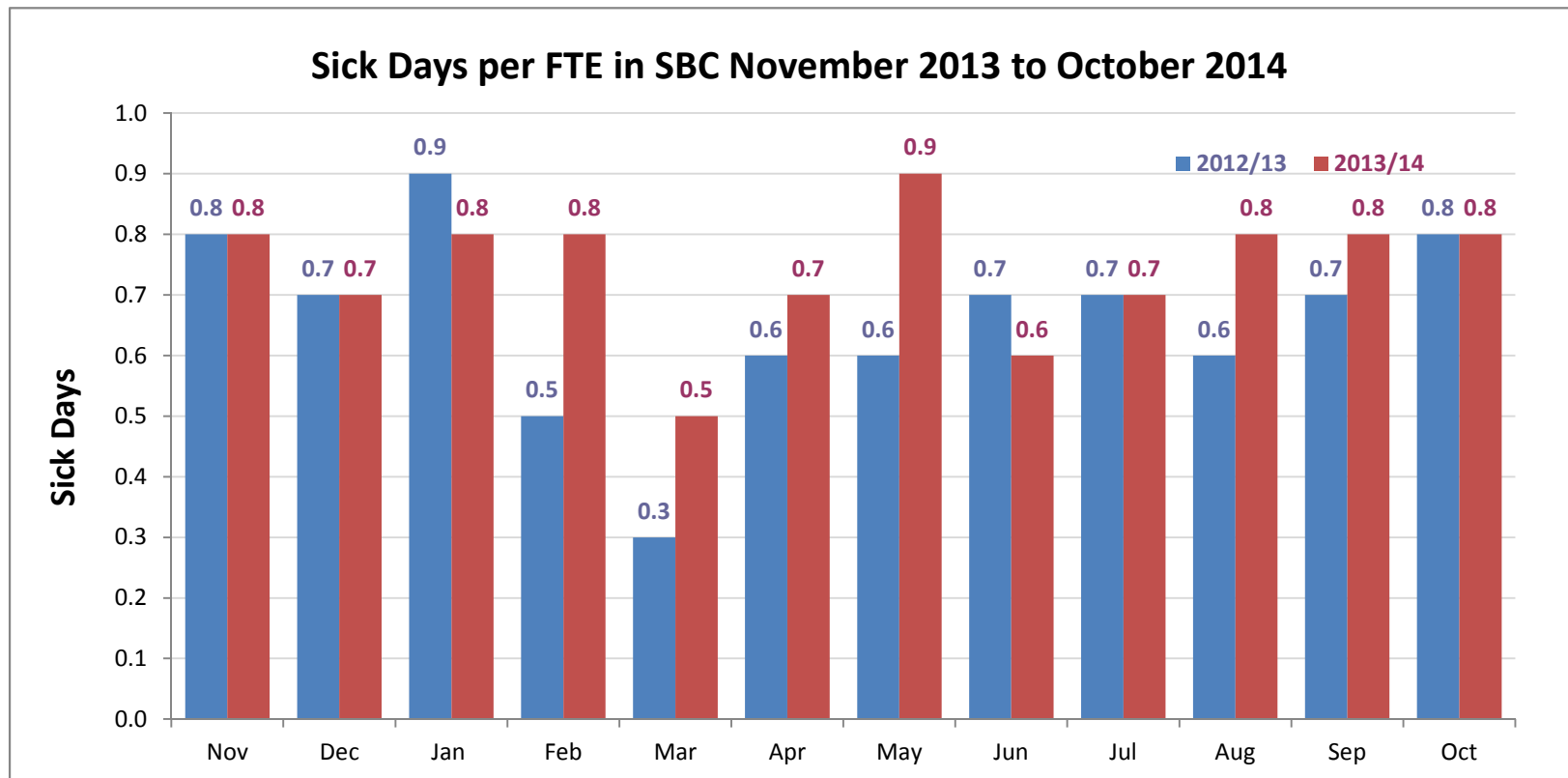
**Sickness Balanced Scorecard - October 2014 Report  
Wellbeing (May 14 - Oct 14)**

**Number of sick days per FTE (Monthly)**



Actuals	
Year to Date Number of Days (November 13 - October 14)	10.5
Average Per Month (Days)	0.88

Council Targets	
Year to Date Target for Mar 2015 (Days per year)	9.4
Year to Date Target for Mar 2015 (Average Per Month)	0.8



In May 2014 the sick days per FTE figure increased to 0.9. Looking at the individual directorate figures, Wellbing had a figure of 1.3 days, an increase of 0.5 days compared to the same period as last year. This impacted on the overall SBC result. February 2014 also had a sharp increase compared to last year. In this case all of the directorates FTE figure increased impacting the overall Slough result.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee

**DATE:** 22<sup>nd</sup> January 2015

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

**AUTHORS:** Sarah Cargin, HR Services Officer

**WARD(S):** All

**PART 1**  
**FOR INFORMATION****STAFF WELLBEING PROGRAMME UPDATE****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 Supporting Information**

This corporate project has been re-launched due to key personnel on the original project group that had left. A review was undertaken as to who would be best placed to act as a 'Wellbeing Champion' across the Council and participate in this group. It was agreed that members of the last Management Development Programme would be best able to utilise the skills that they had acquired during this programme to support this corporate project.

A new project board first met in April 2014 to agree the new terms of reference; project leads and key initiatives to relaunch the Employee Wellbeing Project. Over the last 9 months, the group has supported the following Wellbeing Initiatives to encourage staff to consider their own Wellbeing:-

**Wellbeing Calendar:** A Calendar of the planned wellbeing initiatives including corporate dates was posted on the internal website to highlight to staff the activities over the coming months. This is continually updated to reflect new initiatives that are planned / delivered as part of the Employee Wellbeing Project Board.

**Love your Office Campaign:** This initiative was developed as a response to the considerable sickness levels attributed to infections. The 'Love your Office' campaign primary aims were to make the office a healthier place, to tackle the spread of infections and ensure we keep our work areas clean and germ free. Sanitising wipes were placed around the office so staff could clean their desk areas regularly. Small business cards were also placed on every employees desk (at all sites) to promote this initiative.

**Workout at Work Day:** All staff were invited to join a free outdoor workout with the Chartered Society of Physiotherapy (CSP) where staff could find out more about simple exercises to keep fit and active. Useful information leaflets were also distributed detailing simple exercises that staff could do whilst sitting at their desk. In addition a free one hour lunchtime yoga session was run by a qualified instructor from SBC's Lifelong Learning team, aimed at beginners and provided a gentle introduction to yoga. Both activities were well attended and indicated that staff were keen to keep fit and active.

**Health Checks:** We held free confidential, one to one health checks with an NHS health professional which covered:

- Cholesterol
- Diabetes
- Blood pressure
- Weight
- Waist check

Staff were able to discuss their results with the NHS health professional and received information booklets, where necessary. Following the health checks Slough received a summary report which highlighted the main areas of concern for the staff that were screened. The results were not surprising and identified that employees health was being affected by them not eating healthily or by not doing enough physical activity. The data from this report is being used to focus on future initiatives.

**World Cup Initiative:** To celebrate and get into the spirit of the World Cup 2014, Slough joined forces with Slough Community Leisure and put on a 5-a-side tournament for staff. The event took place in June, and as well as celebrating the most famous football competition in the world, it encouraged staff to get active and get to know colleagues from across the council. Over 20 teams entered and the football tournament was seen as the most engaging event we have organised which was attended by all levels of staff.

This event continued later in the year with a smaller **Champions League** which also proved popular with 7 teams participating. This event was organised by staff who had been involved in the previous World Cup Initiative. The level of interest in this event shows that staff are keen to engage in this type of activity. Consideration is now being given about running a similar netball tournament.

**Physical Activity Sessions:** As a result of the Health Checks undertaken in June and to address the physical activity levels of staff a number of fun, active, sports sessions were organised to encourage staff to engage in physical activity. These included:

- **99p Fitness Sessions and Swimming:** Montem Leisure Centre offered six weeks of fitness sessions for just 99p a session. These sessions included classes for Zumba, Spin and Yoga. In addition staff could swim for free at Montem and Langley Leisure Centres. This was extremely popular and all sessions were well attended and the Zumba sessions have continued at a slightly increased rate of £2 per session.
- **National Fitness day:** Staff were invited to try out various sports sessions for free as part of National Fitness Day on 26 September. SBC's cultural and

sports team arranged a series of free lunchtime activities to encourage staff to try a new sport, this included Tennis, Power Walking and Fitness Circuit. In addition staff could enter a Bubble Football team.

**Flu Jabs:** The 2014/15 Guidance from the Department of Health (DoH) relating to Seasonal Flu Immunisation confirms that care workers in health and social care settings have a **duty of care** to protect their patients and service users from infection and that this includes being vaccinated against flu. Flu outbreaks can arise in these care settings when flu is circulating in the community. In addition the vaccination of care workers also helps reduce the level of sickness absence that can jeopardise the NHS and care services. This is essential in the winter when pressures on these services increase. As a result of this Slough have promoted flu vaccinations to all our staff that work with vulnerable clients via our Occupational Health contract.

**Workplace Champions:** We invited nominated members of staff from each directorate to become Workplace Champions. This is aimed at staff that have a remit for health in their workplace and want to improve the health of their staff. This scheme enables the Workplace Champion to gain valuable resources and support staff to promote better health and increase participation in sport and physical activity. Our Champions have already encouraged over 50 staff to sign up to the Workplace Challenge which again indicates that staff are keen to remain fit and active.

### **Future Initiatives**

The Employee Project Board is yet to meet this year to formalise future initiatives however early discussions have included investigating the following initiatives:

- \* Commit to Quit (Smoking Cessation Clinics) – link in with Solutions for Health to encourage staff to stop smoking.
- \* Stress Control Workshops – link in with our Public Health and CMHT colleagues to deliver sessions to staff / managers to enable them to control their stresses and deal with staff management issues involving mental health issues.
- \* Increased Physio therapy Sessions and Back Care Clinics – additional element to our Occupational Health contract which is being targeted at the Wellbeing Directorate to address high levels of sickness absence.

***Healthy, Happy and Here***

This page is intentionally left blank

**MEMBERS' ATTENDANCE RECORD 2014/2015**

**EMPLOYMENT AND APPEALS COMMITTEE**

<b>COUNCILLOR</b>	<b>24/06/14</b>	<b>11/08/14</b>	<b>20/10/14</b>	<b>22/01/15</b>	<b>08/04/15</b>
<b>Brooker</b>	P	P	P		
<b>Chohan</b>	P	Ab	P		
<b>Coad</b>	P	P	P		
<b>A S Dhaliwal</b>	P	P	P		
<b>N Holledge</b>	P	P	P		
<b>Plenty</b>	P	P	P		
<b>Sandhu</b>	P	P	P		
<b>Sharif</b>	P	P	P		
<b>Zarait</b>	P	Ap	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