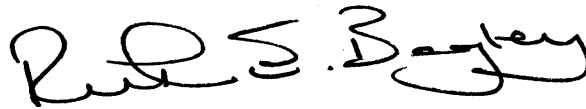


Date of issue: Monday, 15 June 2015

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Brooker (Chair), N Holledge, Dhaliwal, M Holledge, Morris, Plenty, Sharif, Smith and Zarait)
DATE AND TIME:	TUESDAY, 23RD JUNE, 2015 AT 6.30 PM
VENUE:	MEETING ROOM 2, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	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 ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>LEAD</u>
	Apologies for absence.		
1.	Declarations of Interest		

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



AGENDA
ITEM

REPORT TITLE

PAGE

LEAD

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 24th March 2015	1 - 12	-
3.	Introduction to the Role of the Committee and Workforce Issues for the Year Ahead	-	Kevin Gordon
4.	Appointment of Appeals Sub-Committee	13 - 16	Democratic Services
5.	Revised Employee Code of Conduct	17 - 38	Kevin Gordon
6.	Sickness Absence Performance Update	39 - 56	Surjit Nagra
7.	Temporary Agency Staff - Progress on Implementation and Baseline Monitoring	57 - 62	Roger Parkin
8.	Work Programme 2015/16	-	Kevin Gordon
9.	Attendance Record	63 - 64	-
10.	Date of Next Meeting - 20th October 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.



Employment & Appeals Committee – Meeting held on Tuesday, 24th March, 2015.

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

Apologies for Absence:- Councillor Coad and Zarait

PART 1

28. Declarations of Interest

No declarations of interest were received from Members.

Ruth Bagley, Chief Executive highlighted that all Slough BC Officers including those present at the meeting had an interest in agenda item 7, Redundancy Consultation.

29. Minutes of the Meeting held on 22nd January 2015

Resolved - That the minutes of the last meeting, held on 22nd January, 2015, be approved as a correct record.

30. Temporary Agency Staff - Progress on Implementation and Baseline Monitoring

Claire Portsmouth, Procurement and Contracts Analyst, outlined a report to update the Committee on the progress in implementation and baseline monitoring of temporary agency staff with Matrix. Concerns had been raised by members around the costs and numbers of agency staff requested through Matrix. The report was intended to alleviate some of the concerns but it was highlighted that for a variety of reasons, Slough continued to rely heavily on agency staff. Also, until the structure of the Council started to settle through a number of ongoing consultations and the implementation of the five year plan, costs would likely increase in the interim period of adjustments.

It was highlighted that to date in the current year, the total amount invoiced (April to February 2015) was £9,602,885. The weekly invoiced amount was on average £200k; therefore the forecast for the full year of £10.4m reported in the last report remained on target. The Committee noted that the number of Matrix placements currently stood at 240, against 228 for the last report.

Members noted that margin costs through re-procurement continued and since quarter 1 there had been a £27k reduction. The exercise to move staff off contract would continue where any agency staff remained at SBC for more than 12 weeks and so far a total of 97 placements had been re-procured against 191 eligible posts (50%).

The Officer discussed pay parity for certain temporary agency workers and SBC staff and this was variable. In the case of a Senior Social Worker the

Employment & Appeals Committee - 24.03.15

pay was £3.51 per hour higher than the SBC equivalent worker and the higher pay was far in excess of the scale point. Members were advised that work was being undertaken by HR to recruit permanent Social Workers. It was also noted that there was some disparity between the salaries paid to administrative staff and temporary and permanent staff undertaking non-qualified healthcare posts and work was underway with Matrix to resolve this.

It was noted that 1% of the total pay to Matrix resulted from agency staff expenses, the majority of which were for mileage paid since April. The mileage rates paid reflected those paid to permanent staff. This would need to be reviewed to assess whether mileage claims for agency staff should be managed differently.

The Committee noted that Matrix continued to achieve the KPI targets set out in the original contract regarding filling of posts, the number of rejected candidates and helpdesk assistance and these were monitored on a quarterly basis. Members noted that the number of candidate applications, recruitment difficulties and recruitment in progress continued to be the most common reason for agency staff requests (54% over the last quarter).

Members raised a number of comments/ questions in the debate that followed including:

- The breakdown of agency staff placements and tenure of staff were included in the report. How did the Council compare hours and days and how did the Council know that it was getting value for money from the contract? *It was agreed that at the next meeting of the Committee a report would be included to discuss how the matrix Contract was being managed in terms of value for money.*
- The report stated that there were currently 24 staff outside of the Matrix contract at February, costing £145,374 over January and February. 82% of the spend was within the Wellbeing Directorate. Members were advised that there should be no long term contracts outside of Matrix and work was being done to ensure the posts were put into the Matrix contract when they came to an end. *It was felt that the report did not include sufficient information around this area. It was agreed that the Officer would provide details of the length of these contracts etc within the next report.*
- In relation to agency staff placements and the length of those contracts, what was the term of longest contract in place? *This was thought to be 7 years and the officer agreed to provide a report on this at the next meeting. In the Wellbeing Directorate it was necessary to retain agency staff if it was not possible to recruit to replace them when their contract ended. This problem was a national one and explained why there were some longstanding staff in social care areas. On occasion there were staff who had rare skills who were employed for a particular project. It was acknowledged that there were concerns around this practice and better quality data would be useful so that Senior Management could examine this. It was also confirmed that the 1st Quarter of the Audit Plan next year would consider Matrix Actions.*

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The Officer advised that a breakdown on length of tenure of placements through Matrix would be added to future reports.

- Could the Officer confirm that the Council was not in breach of the Agency Worker Regulations (2010)? It was noted that the highest average pay rate salary was £8.68. *The Officer confirmed that the lowest SBC rate was £8.48 and he assured the Member that there was pay parity. The Member requested that the actual pay detail be included in the next report.*
- A Member noted the pay differences between permanent SBC and agency staff and it appeared that in some cases the Council was paying the Agency a significant amount per week above SBC levels per staff member? *The Officer advised that the normal uplift was in the area of 24% and he accepted that the figures set out in the report were of concern. The Member requested and it was agreed that additional data would be presented in future reports to show the differences.*
- How could Members assess whether the Matrix Contract was value for money? It was felt that there should be a comparator. *The Officer advised that Matrix had been requested to benchmark last year's data and it was acknowledged that they could not continue to compare themselves to Pertemps for this purpose.*

Resolved- That the report be noted.

31. SBC Accommodation Strategy

Roger Parkin, Director, Customer and Community Services, introduced a report, providing Members with an update on the SBC Accommodation Strategy, including detail on the impact on services and staff during and after the various office moves.

The Committee was advised that since 2008, the Council has transformed the way assets were used and substantial savings had been achieved, since the closure of the The Town Hall. The number of desks had been reduced from 1400 to 800 in St Martins Place. The Director discussed a number of initiatives introduced to support new ways of working, which had received very positive feedback from staff. These included the opening of a Business Suite on the 1st floor west at St Martins Place and a number of informal meeting spaces enabling staff to have informal discussions away from the desk area. Another improvement was an increase in the number of meeting rooms, therefore reducing the councils spend on hiring space.

It was also noted that Video Conferencing had been installed in the CMT meeting room and this would reduce the need for people to travel elsewhere to attend meetings. Wi-Fi would be installed as part of this project and working space at Chalvey Community Centre, Britwell Centre and Manor Park Centre, would enable staff to log in there for short periods away from the office between meetings.

The Director advised that an Asset Challenge Project would support the objectives of the Accommodation Strategy Project Board and Corporate

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Landlord. All three projects had been set up to support each other while achieving a similar objective, i.e. financial savings for the council.

The Committee was advised that from the feedback available there had been minimal impact to staff in view of the extent of the work that was being undertaken to upgrade the mechanical and electrical equipment during working hours. Staff in general had welcomed the new office environment, finding it airy, with a more open and less congested feeling. No negative feedback had been received regarding the smaller desk space apart from tall members of staff regarding the desk bar located underneath the desk. The supplier had changed the bars where requested. Chairs had proven to be a little problematic, with so many people having different requirements and preferences, preventing a standard chair for all. The majority of staff were satisfied with the new chairs, and the supplier had again been very helpful in resolving any issues.

The Director advised that unfortunately the office temperature would not be consistent throughout the building until all the mechanical upgrading work was complete. Where possible windows would be opened if the temperature was too warm.

Members raised a number of questions/ comments in the ensuing discussion:

- What were the specific problems around office temperatures? *The valves in the system opened and closed to regulate temperature but at the moment these could not be fully controlled. The Director confirmed that the system would operate successfully when the system works were completed.*
- When would the work be completed and could an assurance be given that the system would work correctly? *The ground floor would be finished for the return of staff on 19th April. It was confirmed that the system would be sealed, balanced and would work correctly.*
- Did the system circulate fresh air? *It was confirmed that this was the case.*
- Was there flexibility in the accommodation strategy and were there any areas of concern? *The future desk policy would allow 6 desks for 10 staff. The wiring was completed in the building and the new Air Con system would be guaranteed for 10 years. Some issues remained around roof repairs and it had been necessary to submit a capital bid to remedy this.*
- Was there any correlation between the levels of sickness and the accommodation strategy? *None were identified but an Ofsted inspection had identified that there were a lack of meeting rooms in the building and this had been improved through further provision.*
- The number of desks had reduced from 1400 to 800. Did this reflect the reduction in actual staff numbers? *In part there had been a reduction but also a number of staff worked part time so there had not been a reduction of 600.*
- What was the cost of the refurbishments to St Martin's Place? *The works in the current phase cost £3m. Reduced maintenance costs*

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would result in substantial revenue savings. £1.2 m had been spent since the move to St Martins Place but there would be considerable savings going forward.

- It was suggested that the murals that had been placed on several walls were not attractive. Why had scenes of local interest not been used instead? *The murals were inexpensive 'off the shelf' additions to provide feature walls. To commission bespoke scenes of local landmarks would have been too costly.*
- When would the Accommodation Strategy be completed? *The current phase would be completed on 16th April 2016.*
- When the Town Hall was vacated, there was an understanding that the Council Chamber could be used in future for meetings. Why had this materialised? *It was thought that there were issues around disabled access as the school had no lift. The Chief Executive advised that she would investigate this matter and report back to Councillor Dhaliwal.*

Resolved- That the report be noted.

32. Sickness Absence Update & HR Balanced Scorecard

Surjit Nagra, HR Business Partner, summarised a report providing members with an update on progress of reducing the Council's Sickness absence. The report provided the latest available performance figures and the Council's Overall Sickness Absence Balanced Scorecard. A full data set was not available as the meeting date was brought forward.

The Assistant Director provided a summary of the report and Members were reminded that the sickness absence scorecard continued to be reported at management team meetings to monitor sickness absence in service areas. It was highlighted that the HR Team had provided additional support to help manage sickness levels in the Wellbeing Directorate and this had led to a sustained improvement over the last 2 months.

The Committee noted that the Regeneration, Housing and Resources Directorate had a fluctuating score over the last 6 months and was currently reporting as the lowest performing directorate with a performance management score of 69.2 in December. Again, HR support was being provided to this Directorate to remind managers of their duties in terms of policy compliance and completion of the sickness tracker sheets. It was noted that the Chief Executives directorate was the first to reach a performance score of 100 in December. Whilst it was recognised that this was the smallest Directorate with the least sickness absence, it was an acknowledgement that good management of sickness absence could be achieved.

Members were advised that the Council was maintaining a positive approach to managing sickness absence and managers continued to undertake formal meetings with employees when they hit trigger points and to follow the different stages of the policy. It was noted that 97.9% of managers and supervisors had now attended the Sickness Absence Training.

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Due to the nature of the work undertaken within the Wellbeing Directorate, it was accepted that staff would present the largest number of sickness days lost and a revised target of 9.4 sick days had agreed. The target for the Council as a whole had been amended to 8.1 days and this would be recorded on the January Scorecards.

Members noted the individual Directorate Scorecards and it was highlighted that Occupational Health remained an important component to ensure relevant medical advice was sought in a timely manner. 43.8% 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.

The Officer discussed the impact of skeletal breaks, sprains, stress, and infections on sickness levels and extra physiotherapy and back care clinics that had been provided for the Wellbeing Directorate. The success of these sessions would be reviewed when completed with a view to possibly providing similar schemes across the Council. With regard to infections, it was noted that managers were responsible for ensuring that arrangements were in place for the vaccination of their care workers who were in direct contact with patients and service users. Flu vaccinations were offered through the Occupational Health contract and 28 employees had attended the sessions. It was highlighted however that many staff would possibly have received vaccinations at other clinics such as with their own GP and of course this was a personal choice. It was difficult to assess whether the offer of a vaccination had impacted on sickness levels in the respective Directorate due to the low measurable take up.

Members raised a number of questions/ comments in the ensuing debate:

- It was noted that in the RHR Directorate a high number of staff had met the 6 day sickness trigger but only a percentage of these had received a formal Stage 1 meeting? *This was acknowledged but it was highlighted that 2 individuals were on long term sick leave and the figures were therefore skewed.*
- Could all staff be requested to have a flu vaccination to improve sickness levels and in particular would it be helpful to require counter staff who were in frequent contact with the public to participate in a vaccination programme? *It was accepted that staff in these areas would likely benefit more from a vaccination but the decision on whether to receive a flu jab rested with the staff member and the employer could not insist on this. There was also some evidence that the vaccine was not always 100% effective in controlling influenza levels.*
- How did Slough BC compare with other councils in terms of sickness triggers? *It was reported that other councils had a 10 day per annum sickness threshold.*

Resolved - That the report be noted.

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33. Smoking Policy Update

Kevin Gordon, Assistant Director, Professional Services outlined a report setting out the Council's proposed new Smoking Policy and amended times during which staff would be permitted to smoke during the working day. The Committee was requested to consider the revised policy and the requested implementation date.

The Officer advised that the Council had engaged 'Solutions 4 Health to support staff as part of the Council's Employee Wellbeing programme to help the Council to achieve its goal of becoming a smoke free environment. Since 13th January 2015, the company had offered free one to one confidential support, provide weekly nicotine replacement therapy and helped staff who wanted to set a quit date.

There was no data available to identify how many employees smoked and it was therefore difficult to gauge whether the initiative was having a successful impact. So far 8 employees had signed up to the 'Commit to Quit' scheme. The Committee was advised that the Council's Smoking Policy was created in 2007, following new government rules regulating smoking in the workplace. In 2014 the Council reinforced the times that staff were permitted to smoke at work which was currently anytime outside of core hours, i.e. 10am – 12noon and 14.00pm – 16.00pm.

Staff had generally complied with these hours but the Council aimed to further reduce smoking at work and a recommendation to extend the times that staff were not allowed to smoke during the working day was proposed. With effect from 1st April, 2015 it was proposed that staff would not be allowed to smoke between the hours of 09.30am – 12.00 noon and 14.00 – 16.30pm.

Members were referred to the revised smoking Policy set out at Appendix 1 of the report and to a number of FAQs that were compiled for the Council's intranet to assist staff.

It was highlighted that smoking, in designated areas would only be permitted in the employee's own time and any contravention of the policy by employees would be regarded as a disciplinary breach and would be treated as misconduct under the Disciplinary Policy.

Directors and Senior Managers were responsible for promoting awareness of the policy and ensuring that all workers co-operated to ensure the success of this policy. At the same time, employees were responsible for co-operating and complying with the no smoking rules. The Officer concluded that smoking was considered to be one of the biggest causes of ill health and premature death in the country and the Council was committed to providing a safe and comfortable working environment for employees and visitors.

The Committee welcomed the report as a measure to improve the health of Slough BC staff.

Resolved-

- (a) That the revised Council Smoking Policy set out at Appendix 1 of the report, extending the hours that staff are not permitted to smoke to: 09.30am – 12.00 noon and 14.00 – 16.30pm be agreed.
- (b) That the revised Council Smoking Policy be implemented on 1st April 2015.

34. Redundancy Consultation

Ruth Bagley, Chief Executive, outlined a report setting out proposed changes to the discretionary elements of the Council's redundancy payment scheme.

The Committee was requested to consider and agree the following suggested changes to the scheme:

- Reduce the levels of redundancy payment through reducing the current redundancy multiplier of 2.5 to 1.5 and capping the maximum number of weeks payable from the current 75 weeks to 30 weeks or
- Taking note of feedback from Trade Unions, adopt a different model.

The Chief Executive discussed the background to the proposal and the consultation process that had taken place. The purpose of the consultation was to address the need to balance a fair employment offer for staff with the need to reduce future budgets, whilst addressing the increased demand for services. The Committee was reminded that a Planning for the Future exercise was undertaken between 2010 and 2012 and staff numbers had subsequently reduced by measures which included voluntary and early retirement. It was clear that in the resulting smaller, less flexible organisation, further change was needed and restructures had been necessary. Whilst savings approaching £50 million had been made since 2010, further savings of £35 m were required in the years 2015 to 2019.

It was highlighted that although the cost of redundancy payments could eventually be recoverable through savings, the payments placed a significant charge on the Council's budget and could attract public criticism in times of austerity. Some employers had adopted the national statutory formula for calculating redundancy payments but some chose to enhance this formula. In considering budgetary issues, an initial report to Corporate Management Team (CMT) had indicated that the Council's redundancy payments were falling out of step with some other authorities and there was an opportunity to reduce these costs.

The Chief Executive advised that since all Council Officers had a potential interest in the redundancy payment scheme, an independent report was commissioned from the Council's internal auditors who were asked to recommend a revision to the scheme that would offer affordability to the local

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taxpayer whilst ensuring acceptable staff recruitment and retention. The report and recommendation were based on the auditor's report.

Members considered the results of the subsequent benchmarking exercise that had been undertaken which made comparison with more than 40 other local authorities and public sector bodies, and the methodology used in calculating redundancy payments. The exercise included the consideration of weekly pay, the redundancy multiplier, the application of statutory age bands versus one that used a standard multiplier irrespective of age, and the question of capping. The analysis identified a number of proposals for consideration set out in the report and it was noted that a discretionary multiplier of 1.5 was the average amount used by councils, and this assisted in recruitment and retention as it fell above the statutory minimum. Some Councils had adopted a lower option for the multiplier and higher for the number of weeks capped or vice versa. In some cases Authorities had opted for lower levels for both or higher for both.

The Committee was advised that the payment scheme or a change to it did not form part of the Council's contractual arrangements. The Council had the option to adopt the statutory redundancy scheme but having reviewed the options it was proposed that a discretionary multiplier of 1.5, a cap of 20 years' service and a 30 weeks' cap was applied and the Committee was asked to agree these combinations. This revision would enable the Council to provide a scheme that was significantly above statutory levels of redundancy whilst at the same time reducing the financial burden imposed by future redundancy costs.

The Chief Executive advised that the Council had the option to implement the scheme without notice or build in a delay so that consultations that were well under way could be accommodated and the latter was the preferred option. It was therefore recommended that the revised scheme take effect from 1st April 2015, subject to any restructure consultations which had been fully launched (i.e. approved by CMT and sent to staff) by 6 February 2015, and where the respective members of staff would receive their redundancy payments before or on 30 June 2015, being considered under the existing redundancy payment scheme.

Members were advised that the consultation was issued to all staff on 5th February, 2015, both across the Council and in schools. Trade Union representatives were also sent a copy of the proposals for consideration and comment. All staff were given an opportunity to attend an information session during the week beginning 9th February 2015. The Chief Executive had advised that at the close of the consultation on 9th March, only 3 individuals submitted a response. Trade Unions had on behalf of their members requested a considerable enhancement to the proposal which would have meant that the Council remained an outlier from the significant majority of local authorities within the benchmark report. It was noted that following discussion with senior managers, Trade Unions had advised they would undertake a survey their members on an alternative proposal as follows:

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1. Reducing the levels of redundancy payment through reducing the current redundancy multiplier of 2.5 to 1.75 and capping the maximum number of weeks at 30 or:
2. Reducing the levels of redundancy payment through reducing the current redundancy multiplier of 2.5 to 1.65 and capping the maximum number of weeks at 35.

The detailed outcome of the survey had not been received.

Staff had concerns around the capping arrangements and the Trade Unions had requested a longer period of implementation. It was noted that none of the Unions had made any comment on the effective date.

Members were advised that staff who were able to demonstrate by 28th February that their post could be redundant with effect from 30th June subject to there being a sound business and financial case without disruption to the service, would be eligible to be considered for redundancy under the existing scheme. The Chief Executive advised that a small number of applications were received for voluntary redundancy and these had been considered by CMT in the usual way. Some were agreed whilst others were rejected. It was clear that staff were naturally not happy with the less favourable redundancy proposals but the revised scheme reflected what other Council's had implemented.

In the ensuing debate Members raised a number of comments/ questions:

- Would the terms be applied in the same way for both voluntary and compulsory redundancy schemes? *It was confirmed that this was the case.*
- Had other options been considered? *It was confirmed that other options had been considered but the analysis had generated three suggested options for consideration as set out in the report.*
- What was the average cap for other Labour run Councils? *Two Labour Councils benchmarked were reported to have a cap of 104 weeks but the suggested cap was comparable to the average cap and was not out of step with many other Labour Councils.*
- Could the Committee decide to place a cap on the cash value? *Members were advised that this option had not formed part of the consultation and was not before the Committee as an option.*
- How was the variable multiplier affected by age? *The age bands would remain- in the proposed scheme the multiplier would be 2.25 after the age of 41 yrs and reduce to 0.75 at age less than 22 yrs.*
- Would the cap on years be changed? *The current cap was set at 20 yrs and this would remain the same under the recommended levels. It was felt that a higher cap could be discriminatory against women.*
- Could an example be given of the affect of a revised cap to 30 weeks pay where the staff member was a high earner with long service? *The example was given of a staff member who would hit the 30 weeks cap with a reduced multiplier of 1.5. The resulting redundancy payment*

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under the proposed scheme would be approx £91k rather than £200k under the existing scheme.

- How did this calculation meet the weekly pay cap of £470? *It was explained that this figure represented the amount used in a statutory redundancy calculation only.*
- How did Central government redundancy schemes compare with the proposed Slough scheme? *The Civil Service schemes had been reduced but broadly at a level above those set in Local Government.*

The Committee was reminded that the proposed option was for a discretionary multiplier of 1.5 and a cap of 20 yrs and 30 weeks. There was no proposal to change the statutory minimum weekly pay. Members deliberated and agreed these proposals.

Resolved- That the Committee agree that the Council's Redundancy Payment scheme be amended as follows:

- (a) That the current redundancy multiplier be reduced from 2.5 to 1.5.
- (b) That the cap on the maximum number of weeks payable under the scheme be reduced from 75 weeks to 30 weeks and that the cap on years be retained at 20 years.
- (c) That the revisions to the scheme be implemented from 1st April 2015, subject to any restructure consultations which had been fully launched (i.e. approved by CMT and sent to staff) by 6 February 2015 and where the respective members of staff receive their redundancy payments before or on 30 June 2015 will be considered under the existing redundancy payment scheme.

35. Attendance Record

Resolved - That the report be noted.

36. Date of Next Meeting

The date of the next meeting was confirmed as Tuesday, 23rd June, 2015.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.15 pm)

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SLOUGH BOROUGH COUNCIL**REPORT TO:** Employment & Appeals Committee **DATE:** 23rd June 2015**CONTACT OFFICER:** Neil Fraser (Democratic Services Officer)
(For all Enquiries) (01753) 875015**WARD(S):** All**PART I**
FOR DECISION**APPOINTMENT OF APPEALS SUB-COMMITTEE**1. **Purpose of Report**

This report recommends, in accordance with the Constitution, the establishment of an Appeal Sub-Committee and appointment of Members to serve on this Sub-Committee.

2. **Recommendations**

The Committee is requested to resolve:-

- a) That the Appeals Sub-Committee be appointed for the 2015/2016 Municipal Year
- b) That the terms of reference of the Sub Committee be as set out in Appendix A
- c) That seats be allocated to the Sub-Committee as shown in paragraph 5.1
- d) That Members be appointed to serve on the Sub-Committee in accordance with the wishes expressed by Political Groups in respect of seats allocated to them as set out in paragraph 5.1.

3. **Wellbeing Strategy Priorities**

There are no implications for the Council's Wellbeing Strategy priorities as this report is administrative in nature.

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

There are no financial implications of proposed action.

(b) **Human Rights Act and other Legal Implications**

The recommendations meet the requirements of political proportionality as set out in the Local Government and Housing Act 1989 and associated Regulations. The Appointments Sub-Committee must include at least one Executive Member.

5 **Supporting Information**

Appeals Sub-Committee

- 5.1 The Constitution provides for the Employment and Appeals Committee to appoint an Appeals Sub-Committee. Accordingly, the Sub-Committee seat allocations have been calculated to reflect group membership and statutory proportionality entitlements as follows:

Sub-Committee	Seats	Labour	Conservative
Appeals S/C	5 (+ 5 deputies)	4 (+4)	1 (+1)

- 5.2 The Constitution also provides for the Committee to establish an Investigating Sub-Committee and Appointments Sub-Committee as required, in accordance with the Officer Employment Procedure Rules. These Sub-Committees will be appointed if the need should arise.
- 5.3 Nominations have been sought from Political Groups and are confirmed as follows:

Members:

Cllr Brooker - Labour
Cllr N Holledge - Labour
Cllr M Holledge - Labour
Cllr Plenty – Labour
Cllr Wright – Conservative

Deputies:

Cllr Zarait - Labour
Cllr Dhaliwal – Conservative
+ 3 vacancies

5.4 Terms of Reference

The terms of reference of the Sub-Committee are set out at Appendix A for consideration and agreement by the Committee.

6 Appendix

A - Terms of reference of the Sub-Committee

7 Background Papers

'1' - Constitution

Employment and Appeals Committee: Sub-Committee Terms of Reference

Appeals Sub-Committee

1. To determine appeals against refusal by the Local Education Authority of applications for home to school transport which do not fall within the LEA's policy for the provision of such transport.
2. To consider complaints about the school curriculum and collective worship in accordance with Section 23 of the Education Reform Act 1988.
3. To deal with requests for the allocation of accommodation outside the Council's approved policies on referral by the Officers or by three Members of the Council.
 - a) Decisions on Appeals:- To deal with requests:
 - i) against exclusion from various schemes on matters of interpretation or value judgement;
 - ii) against cancellation of applications for false or incomplete information;
 - iii) against rent arrears recovery action and proceedings for possession;
 - iv) in respect of any discretionary housing service provided from time to time not within the established criteria, where special circumstances apply and the Assistant Director Housing and Environment has refused the application;
 - v) against assessments made under the Amenity Points Scheme for housing rents or any other method of rent assessment;
 - vi) against an Officer decision concerning the re-housing of applicants on urgent medical grounds, where in the view of Members the applicant(s) should be dealt with as a priority in the light of the facts of the case, taking into account the agreed definition of guidelines;
 - vii) against determination of improvement grants.
 - b) To deal with unusual matters of day to day management referred by the Director of Resources, Housing and Regeneration or Service Heads for guidance.
4. To hear representations and determine appeals under the statutory provisions relating to nurseries, playgroups, child minders and residential homes.
5. To consider and determine appeals against refusal by the Authority of application for Local Council Tax Discount.
6. To consider and determine appeals in accordance with Section 17(3) of the Health & Social Services and Social Security Adjudication Act 1983.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment and Complaints Committee

DATE: 23rd June 2015

CONTACT OFFICER: Kevin Gordon, , 01753 875213

WARD(S): All

PART I
FOR DECISION

REVISED EMPLOYEE CODE OF CONDUCT

1. Purpose of Report

1.1 This report outlines the Council's proposals for a revised Employee Code of Conduct (from hereon referred to as the code) to ensure alignment with the updated Members' Code of Conduct that was updated in 2012 subsequent to the Localism Act 2011.

1.2 The code will be rolled out to all employees via an online training course to ensure delivery and will be a mandatory requirement to complete for all employees of the organisation.

2. Recommendations

- (i) That the new code and arrangements be approved by members.
- (ii) That the completion of the training on the code be mandatory for all employees of the Slough Borough Council.

3a. Slough Joint Wellbeing Strategy Priorities

The delivery of the Joint Wellbeing Strategy priorities is dependent on Slough Borough Council (SBC) continuing to serve residents and businesses in the borough. By having organisation-wide transformation and managers and staff who are equipped to be innovative and flexible, the code allows SBC as an organisation to 'get fit' through organisational development for the future. It provides the guidelines to support the development of its workforce who in turn can improve service delivery to meet the increased demand for services from colleagues, residents and businesses.

3b. Five Year Plan Outcomes

The proposals will contribute to all the outcomes in the Five Year Plan because the code and accompanying training will be completed by staff who will enable:

- Slough to be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay

- more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- the centre of Slough to be vibrant, providing business, living, and cultural opportunities
- Slough to be one of the safest places in the Thames Valley
- more people to take responsibility and manage their own health, care and support needs
- children and young people in Slough to be healthy, resilient and have positive life chances
- the Council's income and the value of its assets to be maximised
- the Council to be a leading digital transformation organisation

4. Other Implications

(a) Financial

No financial implications.

(b) Human Rights Act and Other Legal Implications

The code has been developed to align and comply with the Council's statutory duty under the Localism Act 2011 and the changes made to the Members Code of Conduct in 2012.

5. Supporting Information

- 5.1 The code has been updated to align with the changes made to the Members Code of Conduct in 2012. This is to ensure the Council maintains its duty of high standards of conduct for its employees as well as its elected and co-opted members.
- 5.2 The Council has taken the opportunity to improve its code, with a particular focus on clarity, simplified guidance and practical examples of implementation.

6. The Employee Code of Conduct

- 6.1 To complement the changes to the Members' Code of Conduct, the Council is adopting a new code to govern the conduct of the employees of Slough Borough Council when acting in that capacity.
- 6.2 It is proposed that the revised code sets out content in a more logical format. The code has been drafted to ensure that the whole guidance is set out in one document and now consists of five parts:
 - Introduction to the Employee Code of Conduct
 - Standard of behaviour
 - Protecting the council and employees
 - Ways of working
 - Reporting breaches of the code

8. Implementation of the new code

- 8.1 Implementation of the new code will require training for SBC officers. To help embed this new approach it is important to establish routines for referring to the code and embedding the principles as part of everyday council business.
- 8.2 An E-Learning course will be put together which will be rolled out to all employees of Slough Borough Council as mandatory training. To ensure training is completed, an assurance process will be put in place by the training team. Going forward, the course will become compulsory training for all new employees to complete as part of the induction training package.

The amended code is attached at Appendix A.

9. Conclusion

The code has been updated to align with the refreshed Members Code of Conduct 2012. It will enable SBC staff to work more effectively and efficiently and will ensure best practice in delivery of services. Therefore it is recommended that the revised code of conduct be adopted and the associated training course for employees be implemented.

10. Appendices Attached

Appendix A - Employee Code of Conduct

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**Slough Borough Council
Employee Code of Conduct**

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Slough Borough Council
Employee code of conduct
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1. Introduction

1.1 Overview

As an employee of the council, you are involved from basic to complex issues associated with the provision of community services. The way you carry out your duties must promote and maintain public confidence and trust in the work of the council and its employees.

Although there is no single set of rules that can answer all ethical questions, the council's code of conduct provides an ethical framework for the decisions, actions and behaviour of your work as a public official. If you find yourself in a situation where there is no clear agreement on what is 'the right thing to do', you can:

- discuss the situation with your line manager to work through the issues
- contact Human Resources for assistance

1.2 What is the code of conduct?

This code of conduct is designed to provide guidance about what is expected from you in your daily work and in your dealings with elected members, colleagues and the public. Also as the council's work is democratically controlled and open to public scrutiny and often sensitive, the council's success is dependent upon public confidence in its employees.

All council employees must be familiar with the code of conduct. This document forms part of your contract of employment and you are required to comply with its contents. Failure to do so may result in disciplinary action, which could include dismissal.

For this reason, it is important that you read the whole of this document and ask your manager or supervisor for clarification if there is anything in it that you don't understand and needs explaining. It will be assumed that you understand its contents and agree to comply with your contract of employment and all the rules and policies etc, to which it refers...

This code of conduct will:

- help you to understand how you can fulfil your ethical obligations in performing your role
- set clear expectations for your conduct as a public employee in the council
- provide guidance to help you deal properly with ethical issues you may encounter in your work.

1.3 Who does the code apply to?

The code applies to all employees and anyone acting as an employee of Slough Borough Council.

The code may also apply to contractors, consultants, or volunteers. The council's continued association with these individuals and / or their organisations requires them to observe and comply with the code.

Elected Members have their own code of conduct.

Breaches of the code and standards set by the council may result in disciplinary action.

If you are unsure about any aspect of the code, please raise it with your manager or supervisor at the earliest opportunity.

1.4 What does the council expect from you?

The council exists to provide services to the public.

All these services are delivered by people - the council's employees. For the council to run efficiently, it is important that you understand your work and your responsibilities whilst at work. You also need to understand how your activities outside work may affect your ability to do your work during working hours.

In summary, you are required to:

- Attend work in a condition where you are able to carry out your duties safely and effectively.
- Act honestly.
- Act with dignity and treat all others with dignity and respect.
- Work in accordance with the terms and conditions of your contract of employment and job description.
- Understand and apply the council's rules, policies and procedures.

1.5 What you can expect from the council:

So that you are clear about your responsibilities, the council has various rules, procedures and policies that affect all employees. Some of these are governed by law and others that are specific to the council. There may also be very particular rules, requirements or codes that apply to your job or work area which you will have been told about before you start work. You will be advised should these rules or procedures change during your working life with the council.

In summary, you are required to:

- You are clear about what is expected of you
- You have a safe and healthy working environment
- You have a work environment that is free from discrimination, harassment or bullying
- You are offered relevant training and development opportunities, within available resources

1.6 Where can you find details of the policies, procedures and standards that apply to you?

The various sections of this document summarise the council's key policies and procedures in respect of behaviour and the ways in which you are required to work.

If you are affected by any of the policies contained in this document or you are in any doubt about how they apply to you, you should always refer to the detailed rules or the policies and procedures in full available on the SBC Insite or a paper copy from your line manager.

2. Standards of behaviour

2.1 Workplace behaviour and personal conduct

You should treat colleagues, elected Members and members of the public with dignity and respect.

Verbal conduct

Avoid language which is offensive, abusive, sexually suggestive, aggressive or designed to intimidate. This applies when talking to or about colleagues / the community / Members. You must also avoid unreasonable derogatory remarks, unwelcome flirting or sexual advances

and malicious gossip. You should be sensitive in your use of language and the ways in which you communicate. Equally you should avoid being over-sensitive to idiomatic expressions or the etymology of words which are in current usage where these are not generally regarded as offensive.

English is the operational language of the council and you should avoid using other languages in the workplace if it deliberately excludes other colleagues as it could lead to accusations of favouritism or bias against you.

You can liaise with a service user in their mother tongue if they do not speak English for ease of communication

Non-verbal conduct

You need to be aware of the effect of non-verbal conduct on others. You must not display offensive pictures or objects or written material (including slogans on clothing), graffiti, badges or designs. You must also not make sexually suggestive gestures, behave in ways likely to offend common decency or adopt physically threatening or aggressive poses.

Misuse of position and power

You should responsibly hold position and power and not encourage inappropriate or offensive behaviour / conversations with or about or to colleagues / community / Members. It should be recognised that power, held by individuals and groups, can be derived not only from status (e.g. management positions) but also from age, length of service, physical strength, social popularity, strength of a group etc. Abuse of position of power can include bullying, excluding someone from conversation, from full participation at work or restricting work or development opportunities.

For example:

- offensive, abusive, belittling or threatening behaviour directed at an individual or group is unacceptable
- when dealing with aggressive or agitated customers, you should deal with the person without aggression or bias. If you are concerned about the behaviour of a customer towards you, please refer to the [dignity at work code of practice](#)
- you must not engage in any behaviour of a sexual nature that is unwelcome as it is unacceptable and unlawful conduct such as leers, suggestive notes or e-mails, innuendo, or touching

2.2 Grievances

If you have a concern or grievance in relation to certain aspects of your employment then you can use the grievance procedure. This provides an opportunity for you to formally lodge a grievance that has not been resolved through the [dignity at work informal stage for bullying and harassment](#). Any employee who submits a grievance in good faith will not suffer any adverse consequences as a result of submitting the grievance. See [grievances](#) page and [dignity at work code of practice](#) for further information.

2.3 Reporting absence

If you are unable to attend work for any reason, you must advise your manager as soon as possible. In the specific case of sickness absence, to enable your manager, you must advise your manager to make alternative arrangements for your work to be covered. Further information is available in the council's [Sickness Absence Policy](#).

2.4 Misconduct

The code of conduct guides and assists employees acting in good faith. If, in your decisions, actions or conduct you wilfully fail to comply with the standards outlined in the code of conduct, you will be guilty of misconduct and are likely to fall subject to disciplinary action, which could include dismissal. Refer to [council's disciplinary policy & procedure](#) for further information.

2.5 Learning and development

You are obliged to participate in relevant learning and development opportunities to develop the skills and knowledge necessary to perform your job and to enhance the delivery of services to the community.

You should seek feedback on your work performance and reasonably engage in any plans for improving your work performance with your line manager.

2.6 Alcohol and drugs

You must not consume alcohol, use illicit drugs or other illegal substances while at work. You must also ensure that the use of any of them does not adversely affect the work performance and safety of yourself or others and does not bring the council into disrepute.

Similarly, if you are taking legally prescribed or over-the-counter drugs, you must ensure that their use does not adversely affect your work performance and the safety of yourself and others.

If you are a supervisor or manager, you will need to consider the options available for assisting employees who are required to take legally prescribed drugs and whose level of performance has been impaired. In these circumstances, a risk assessment should be undertaken with the assistance of the occupational health service and seeking HR advice.

Further guidance is available in the council's [drug and alcohol policy](#).

For example, if you are:

- On call, you should not consume alcohol in the event that you are recalled to work.
- Taking prescribed medication, you should ensure you are well aware of any side effects that may impair your ability to do your job.

2.7 Health, safety and well-being

You have a personal and legal responsibility under the Health and Safety at Work Act 1974 for yourself, colleagues and visitors to the council's buildings and premises.

These responsibilities are identified in the [council's health and safety policy](#). In summary, the policy states that you must:

- look after the health and safety of yourself and others who may be affected by your actions or failure to carry out certain actions at work
- co-operate with your manager, attend training sessions, carry out reasonable instructions

Any activity that presents a significant risk to the health, safety or well-being of an employee or other person must have been subject to a written risk assessment. This is a tool which managers must use to determine the safest and best way of carrying out the work, including appropriate training, personal protective equipment etc. Appropriate safety controls should

all be summarised on the risk assessment or safe system of work procedure and provided to the relevant employees.

You must follow the resulting safe system of work to ensure your safety and that of others is not put at risk. If these are not in place, speak to your manager in the first instance or your Health and Safety adviser.

For example, you must:

- comply with the instructions given for workplace health and safety at the workplace by the council
- use personal protective equipment if the equipment is provided and you have been properly instructed to use it
- not wilfully or recklessly interfere with or misuse anything provided for workplace health and safety at the workplace
- not wilfully place at risk the health and safety of any person at the workplace
- not wilfully injure yourself
- report to your supervisor any workplace hazards that cannot be immediately rectified.
- ensure that you comply in practice with any guidelines given for performing manual handling tasks
- take all reasonable steps to ensure that employees you supervise are following guidelines and have access to job-specific training

3. Protecting the council and employees

3.1 Other employment

Your contract of employment prevents you from undertaking other employment without the written permission of your manager and department director in advance.

It is important that you ensure that any additional employment does not conflict with the interests of the council or affect your ability and credibility to do your job or attendance at work. You must also ensure that council time and resources are not utilised in connection with any approved private employment and adhere to not portraying yourself as employee or agent of the council when undertaking private work.

All staff must complete the [electronic declaration of interest](#) form annually or when their circumstances change.

3.2 Use of authority

You should not use your official position, status, powers or authority to seek to improperly influence a decision or action.

You are expected to provide honest, impartial and comprehensive advice regardless of your personal assessment on a matter. If your personal views conflict with the performance of your official duties or if you believe that you cannot act impartially, you should contact your line manager and attempt to resolve the conflict.

When requested, you are expected to provide Members, the chief executive, line managers and co-workers with advice which is independent based on an accurate representation of the facts and as comprehensive as possible.

When exercising a discretionary power, you should ensure that the power is being used properly, impartially, equitably and is consistent with relevant legislation, delegations, procedures or guidelines. In exercising any power associated with your employment, you must ensure that you are either statutorily authorised to do so or that you have been delegated the power by a person with the necessary authority to issue the delegation.

3.3 Conduct outside working time

Generally, what you do outside work is your own personal concern, but you should avoid doing anything that might adversely affect the reputation of the council or bring the council into disrepute. In your official capacity (as a council employee) or personal capacity, you must not allow your personal interests to conflict with the council's requirements or use your position to improperly confer an advantage or disadvantage on any person. If you are not sure whether or how this may affect you in your council role, speak to your manager.

For example, you should not:

- Use your status or position to obtain a transfer, promotion, advancement or appointment for yourself or another person or to improperly influence a selection process.
- Falsify or improperly edit or destroy official records.
- Seek to obtain a more favoured status for a funding application or for services to a particular stakeholder.
- Instruct an employer to do any of the above

3.4 Social media

There is popularity and use of social media websites such as blogs, YouTube, Facebook and Twitter. These are useful tools for communicating and engaging with the public and are already being used by some employees for this purpose. You must make sure that your use of and participation in, social media websites does not bring the council into disrepute, or breach your obligations under the employee code of conduct. You are advised that you must not post derogatory remarks / statements about the council on social media sites.

You should also follow the council's [internet usage policy](#), which contains detailed provisions on the use of the council's information systems and IT facilities for both council related activities and personal use. These policies are intended to set the standards of behaviour expected from employees in relation to their use of social media websites.

In general your private interests must not have the potential for allegations of impropriety or partiality to bring the council into disrepute. This includes standards of behaviour outside the working environment and in the use of social media in relation to elected members, fellow officers and the general public.

3.5 Public comment on council policy and administration

'Public comment' in this section includes public speaking engagements, comments on radio and television, letters to newspapers, and expressing views in books, journals or notices if it is expected that the comments will spread to the community at large.

All media requests for information and enquiries that relate to policy and procedures or operational activities must be referred to the council's communications team. The council procedure should be followed in these instances.

When making authorised public comment in an official capacity, you must:

- ensure it is part of your official role
- not misrepresent the facts concerning government or council policy or administration
- comply with the confidential information provisions of the Data Protection Act

In your capacity as a private citizen, you have the same rights as any other member of the public to openly discuss or comment on community and social issues. However, there are some circumstances where you may still need to take care in making such comments. For

example, a situation could arise when public comment, although made in a private capacity, may appear to be an official comment on behalf of the council. In such circumstances you should indicate clearly that your comment is made in a private capacity and does not represent the official view of the council.

It is your responsibility to take all reasonable steps to ensure that any comment will be understood as representing your personal views as a private citizen. If you are a workplace representative of a trade union or professional association, you should ensure that when you make public comment, it is clear that comment is made on behalf of the union or association you represent and not the council.

3.6 Financial commitments

As a council employee we expect you to honour all financial commitments and fees payable to the council. As a council employee, it is particularly important that council tax, rents and other money payable to the council are settled promptly. Failure to pay money owed to the council undermines your integrity as a council officer and may lead to disciplinary action in addition to civil or criminal action.

3.7 Criminal charges and convictions

The council requires all applicants for jobs to disclose all contraventions of, or failures to comply with, any provisions of law, whether committed in the UK or elsewhere, unless the Rehabilitation of Offenders Act applies and the rehabilitation period has expired. In some circumstances, Disclosure and Barring Service checks are conducted on all successful applicants for certain positions in the council.

Once you are an employee and during your course of employment with the council, you must notify the council in writing if you are charged with any offence or if you are convicted of any offence. If you are charged with an offence, the notice must be given immediately after you are charged (i.e. next working day). If you are convicted of any offence, the notification must be given immediately after you are convicted (i.e. next working day). It should be noted that the term "conviction" includes a finding of guilt, regardless of whether or not a conviction is recorded. Failure to notify the council in either case will constitute grounds for disciplinary action.

3.8 Use of council property, facilities and equipment

Council facilities are to be used for the council's business and for no other purpose unless you have your director's (or their nominees) permission beforehand.

Reasonable personal use of telephones, photocopiers, computers and faxes is allowed provided you have been authorised to do so by your manager. However, no private work may be carried out in the council's time, or on the council's premises or with the use of the council's equipment.

The council allows reasonable, non-official use of internet and email, as long as individual or service performance is not compromised or adversely affected as a result. Your line manager can provide you with clarification as to what constitutes reasonable, non-official use. However, as a general rule, such use should be restricted to outside of working hours, during lunch breaks etc. Please see [Internet Usage Policy](#) for further information.

Misuse or damage to council property is regarded as a very serious matter and dealt with through the council [disciplinary procedure](#).

3.9 Dealing with the council's money

You must ensure that you use public funds and resources entrusted to you in a responsible, honest and lawful manner. You should strive to ensure value for money to the local community and to avoid legal challenge to the council.

Should you have responsibility for budgets and/or purchasing, you must ensure that you understand and comply with the [council's financial procedure rules](#).

When committing council money, you must ensure that there is an approved budget for such expenditure and that the expenditure is within the limits that you are personally authorised to incur.

If you are involved in the tendering process and dealing with contractors, you must be very clear on the separation of client and contractor roles within the council.

There is a zero tolerance approach towards fraud, corruption and theft. The council has an obligation to ensure the authority is not put at risk of money laundering whether its from an external or an internal source; therefore if you have any suspicions regarding the source of any funding you are receiving on behalf of the authority you must seek advice from the Corporate Fraud and Investigations team. For example, if someone is trying to pay for something the authority is providing in a large amount of cash and you suspect the person handing the funds to the council may have obtained it through any criminal activity.

Further details on how this is dealt with can be seen on the [corporate fraud and investigations](#) page on the intranet.

3.10 Conflict of Interest

If a conflict occurs between your private interests and public duties you must resolve the conflict in favour of your public duties. You must complete annually the electronic declaration of interest form or when your circumstances change. On the form you must declare any personal or immediate family private interests that may give rise to a conflict of interest with your official duties, particularly if you are involved in making decisions affecting contracting, tendering or regulatory functions.

Examples of conflicts (or perceived conflicts) between personal interests and public duties that should be declared and in some cases avoided include:

- employees in positions that could influence or be perceived to influence, funding allocations, accepting appointments to executive or management positions in organisations that receive or seek to receive funding from the Council
- staff who have access to Council computer databases of customers\updating their own personal records or those of close relatives
- as a purchasing officer liaising with a supplier who employs one of your close relatives
- employees being contracted to provide services to the Council outside of their paid employment
- generating work which involves travel to provide an opportunity to visit friends
- a supervisor who is in a position to approve higher duties or provide other benefits to a subordinate where a close personal relationship exists (such as a partner or family member or close personal friend)
- involvement with an interview panel when a relationship exists with one of the applicants

3.11 Gifts, favours, hospitality and sponsorship

As a council officer, you may be in situations where you are offered gifts or hospitality which could include:-

- meals and/or drinks
- invitations to social or other events
- gifts (monetary or otherwise)
- favours or services in kind

You are strongly advised to refuse or return any gifts, hospitality or other favours from persons inside or outside the council. When declining a gift or hospitality you should courteously but firmly inform those making the offer of the procedures and standards operating within the council.

Where the refusal of an unsolicited gift may cause offence, the gift may be donated to the Mayor's official charity and the donor informed accordingly in writing.

It is also an offence to accept any gift or consideration in the knowledge or belief that it is intended as inducement or reward, whether the employee receiving it is influenced or not. If you are considering acceptance, discuss it with your line manager before doing so. Any gifts not refused must be used communally for the benefit of the service or facility as a whole or donated to charitable or community use. In addition staff dealing with planning applications or the provision of other services to individuals should never accept gifts or hospitality.

Before accepting a gift or hospitality staff should consider –

- the timing of decisions for letting contracts for which the provider may be bidding (under no circumstances should gifts or hospitality be accepted from a contractor during a tendering period)
- whether the gift or hospitality is appropriate e.g. an inexpensive promotional pen or diary may be accepted but more expensive items, such as a bottle of whisky, must be declined.
- similarly, lunch at on-site cafeterias or invitations to local cultural events as a representative of the council may be appropriate whereas invitations to prestigious sporting events, theatre tickets or personal invitations where you are not attending in an official capacity are not appropriate

The process for registering gifts, favours and hospitality is to report it immediately to your director whether or not you plan to accept it. Your director may decide that acceptance is not appropriate. Having reported the offer you should complete the register of gifts and hospitality maintained by your director.

The following information will be recorded:-

- the person or body making the offer
- the member of staff to whom the offer was made
- the gift or hospitality offered
- the circumstances in which the offer was made
- the action taken by the member of staff concerned
- the action taken (if any) by the director

The chief executive and monitoring officer and assistant director of Human Resources may have access to every register. Every member of staff is entitled to see what is recorded in the register against their name and the general public can apply for access to the register from the council's Monitoring Officer.

Vulnerable clients

Staff dealing with vulnerable clients such as care workers and home helps must inform their director in writing of any gifts from clients or their relatives/friends. These must not be accepted without the prior written approval of the director. Staff in such circumstances should never accept personal gifts from their clients.

Officers dealing with planning applications should never accept gifts or hospitality from a planning applicant nor from their agent.

Where an outside organisation wishes or is seeking to sponsor a local government activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.

3.13 Political, professional and trade union activity

Employees in politically restricted posts are unable to undertake certain political activities within the following broad categories:-

- writing or speaking publicly on politically controversial issues
- canvassing at any election on behalf of a political party or at elections for councillors' MPs or MEPs
- holding office in any political party
- publicly declaring yourself a candidate for councillor, MP or MEP

The ban on seeking elected office is written into the rules governing who is eligible for election. The ban on political activities is incorporated into individual contracts of employment. The employees holding the following posts should be politically restricted:-

- employees in posts paid at or above spinal column point 44
- employees giving regular advice to committees or sub-committees
- employees who regularly speak to journalists or broadcasters on behalf of the council

A list of politically restricted and sensitive posts approved by the council is held by Human Resources.

Under the Local Government (Political Restrictions) Regulations 1990, the failure of a postholder holding a politically restricted post to comply with the restriction will result in disciplinary action being taken on the grounds of misconduct.

Employees DO NOT need approval to undertake voluntary work or work for trade unions or political parties (subject to the provisions of the 1989 Local Government Housing Act), provided this work does not conflict with or react detrimentally to the council's interests as outlined above.

The council may not give approval if the additional employment:-

- places the employee in a position where their duties and private interests may conflict
- affects the employee's health or ability to maintain acceptable standards of work
- might weaken public confidence in the Council's conduct of business
- involves the employee being in direct competition with the council for work / contracts

3.14 Information disclosure and confidentiality

As a council employee, you may obtain information that has not been made public and is still confidential. You must never disclose information given in confidence by anyone, or information acquired which you believe is of a confidential nature, without the consent of a person authorised to give it or unless you are required to by law.

You must not prevent another person from gaining access to information to which that person is entitled by law. You must not disclose confidential information for your own personal use or for use by anyone else known to you, or to the disadvantage or the discredit of the council or anyone else.

You must always observe the provisions of the Data Protection Act 1998, the Freedom of Information Act 2000 and the council's procedures for the release of personal information held about other employees or members of the public. Breach of confidentiality may be considered a disciplinary offence, which could result in dismissal. Please see [Data Protection](#) page on the intranet for further information.

When you leave your employment with the council, you must still respect the confidentiality of official information that may have been available to you in the course of your duties and not use this information for private, commercial or political gain.

3.15 Intellectual property

Intellectual property is a legal term that refers to the rights and obligations received and granted, including copyright. Ownership of intellectual property is determined by considering the circumstances in which it was conceived and developed. The council owns the copyright in material made by, or under its direction. Whether you are an employee or a contractor, copyright in material you produce in the course of your work belongs to the council, unless otherwise explicitly provided for in your contract of employment. These should not be removed from council premises or passed on to a third party without express consent of the council.

3.16 Security

You must visibly display your identification badge at all times while you are on any council premises. All employees are required to challenge anyone in an employee and/or secure area of the council's premises without either an employee ID or visitor's badge. You must not allow any individual not displaying an ID badge to follow ("tailgate") you into any secure area of the council's premises.

If you come to work without your badge, you must report to the nearest customer services point to collect and use a temporary replacement. If you lose your ID badge, you must report it immediately to your manager.

If you have a visitor coming to see you at the council's premises, you must follow the visitor arrangements and ensure that they wear their badge at all times.

4. Ways of working

4.1 Managerial roles and responsibilities

As a manager, you have a responsibility to set a good example for employees through your own behaviour and attitudes, especially in relation to upholding the ethical principles, obligations and standards as set in this code of conduct.

- you should ensure that employees understand performance standards expected from them and objectively assess their performance against these standards

- you must ensure that relevant legislation, delegations, and council policies and procedures are accessible to all employees in your workgroup
- you should ensure that all employees who report to you are familiar with the requirements and objectives of their job, and have access to the information, training, supervision, feedback and work conditions needed to achieve them
- you should be honest and objective in reporting the skills and qualities of employees in testimonials; references and performance reports, ensuring your decisions can be substantiated against objective standards and indicators
- you are required to act promptly, thoroughly and fairly when responding to, or investigating grievances and reports of breaches of the code of conduct

To avoid any accusation of bias, you must not be involved in the appointment of any applicant if you are a relative or friend to them. Similarly, you must not be involved in decisions relating to discipline promotion or pay adjustments for any employee who is a relative, partner or friend. If you are in any doubt, you should discuss the matter with your manager.

You should ensure your leadership and management style:

- is based on open, honest and thorough communication
- provides for optimum working conditions within the resources available to you
- supports positive performance management processes, including access to related learning and development opportunities for employees
- supports the right of employees to engage in open dialogue with you, and to pursue relevant conflict and grievance management options when issues arise

4.2 Following instructions

You are expected to follow all reasonable and lawful instructions related to your work given by a person with the authority to issue such instructions.

You should accept that you may not personally agree with all decisions made by your manager.

You may refuse to comply with an instruction that appears to be unlawful and report the matter to an appropriate senior officer.

You should tell the person giving an unreasonable instruction that the instruction is, in your view, unreasonable and allow them the opportunity to respond. In the interim, you are generally required to carry out the instruction unless:

- there is a danger to a person's health and safety or
- a conflict of interest may exist or
- it does not comply with council policy and practice

Managers must be able to justify their instructions and decisions in line with their delegations, authority, and Council policies and procedures, and be open and respond promptly to constructive questions.

4.3 Working with councillors

Mutual respect between employees and councillors is essential to good local government. Close personal familiarity between employees and elected Members can damage the relationship and cause embarrassment to other employees. Such familiarity should be avoided. The council has agreed a Member / officer protocol that councillors and officers must comply with. Councillors have their own code of conduct that they are also required to comply with.

4.4 Working with local community and service users

You should always remember their responsibilities to the community they serve and should provide courteous, efficient and impartial service delivery to all groups and individuals within the community. All employees are required to be familiar with and implement the council's policies on customer focus and equalities. Employees must ensure that the principles within those policies and those of individual departments are followed when liaising with the local community / services users and / or talking about them both internally and externally.

4.5 Working with colleagues

The council expects relationships between work colleagues (including those between managers and team members) to be supportive, co-operative and respectful. This applies to all employees including those engaged as trainees / NVQ / work placements / students, temporary staff and volunteers. You should behave in a way that enhances the performance and well-being of others and the effectiveness of council services.

Unauthorized absences, neglect of duty, disobedience of orders and insubordination are all examples of unacceptable behaviour. Issues like these will be treated seriously and will result in action under the Council's [disciplinary policy and procedure](#).

Employees should not have managerial responsibility for those with whom they have close private relationships (e.g. partners and family). If such a relationship arises, during the course of your employment, it must be declared to your Director.

If employees find themselves being treated other than in a professional and respectful manner they should initially seek assistance from their line manager. If this is not possible or the problem is not resolved then redress can be sought through the council's [grievance procedure](#), or [dignity at work](#) policy. Employees must not confuse this with legitimate management of their performance by their manager, which is a necessary feature of any effective organisation.

4.6 Working with contractors

You are expected to develop effective co-operative working relationships with contractors, suppliers and service partners and behave in a professional manner. All relationships of a business or private nature with external contractors, or potential contractors, should be recorded in the electronic declaration of interest form. Orders and contracts must be awarded in accordance with the Council's [procurement process](#). No special favour in the tendering process must be shown to businesses run by, for example, friends, partners, or relatives. No part of the local community must be discriminated against.

4.7 Dress Standards

Your dress style must reflect appropriate workplace health, safety and security considerations applicable to your job and work environment. See [dress code policy](#) for further information.

5. Breaches of the Code and Whistleblowing

If you are concerned about any practice you see in the council which you think conflicts with the code of conduct, you should obtain advice from your manager, Trade Union representative, or any other appropriate person as identified in the council's policies referred to in the code of conduct.

The Public Interests Disclosures Act 1998 and the council's whistleblowing policy provide safeguards for employees and public officials who disclose unlawful and improper conduct including breaches of this code. The council recognises decision to report a concern can be

difficult one to make because of fear of reprisal from those responsible for the malpractice and the council will not tolerate harassment or victimisation. It will take appropriate action to protect those who raise a concern in good faith.

Disclosures might be about:

- incorrect administration
- negligent or improper management affecting public funds
- official misconduct including fraud, corrupt and dangerous/improper behaviour

Failure to do so could implicate you in the misconduct. Public interest disclosures should be made directly to the Monitoring Officer.

Any suspicion of money laundering must be reported in the first instance to the council section 151 Office. See [whistleblowing page](#) for further information.

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SLOUGH BOROUGH COUNCIL**REPORT TO:** Employment & Appeals Committee **DATE:** 23rd June 2015**CONTACT OFFICER:** Surjit Nagra, HR / OD Business Partner**(For all enquiries)** 01753 875727**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. A breakdown of the overall management scores are attached as Appendix 1.

The summary indicates that the overall SBC performance score has fluctuated over the last 3 months however has remained in the 70s. The breakdown for the separate directorates is as follows:

The Wellbeing Directorate has retained a sustained improvement over the last quarter with a performance management score of 74.5 in March 2015. This is felt to be due to the additional support provided by the HR team to assist managers in managing the sickness absence in their areas. This support has been maintained by the Directorate Senior Management team.

Regeneration, Housing and Resources have had a fluctuating score over the last 6 months and is currently reporting as the lowest performing directorate with a performance management score of 60.6 in March, this is a further reduction since the last report in March which reported a score of 69.2. HR support has been provided to this directorate to remind managers of their duties in terms of policy compliance and completion of the sickness tracker sheets. This is now a regular agenda item on the Senior Management meetings and is a key improvement target.

On the other end of the spectrum both the Chief Executives and Customer and Community Services directorate are maintaining high performance scores in the 80's. Within CCS this score could be further improved by managers making Occupational Health referrals when required as this is currently at 60%. With regard to the Chief Executives directorate, it is recognised that this is the smallest directorate with the least sickness absence; however it is evidence that management of sickness absence can be achieved.

Appendix 2 – shows the graph of sickness absence rates per month (expressed as Sick Days lost per FTE) up to March 2015. Since the last report to Committee sickness days lost in January (0.8) and February (0.8) have remained the same as the previous year. However there has been an increase in March to 0.7 (+0.2). In addition the Sick Days per FTE have been provided for each directorate and then broken down by Division at the end of each scorecard.

In addition, Appendix 2 provides a summary of the balanced scorecards by Directorate over the last 6 months up to March 2015.

Currently the overall management score for the Council is 73.4 which is a slight decrease since the last report in March which reported a score of 74.7. This indicates that as a Council we are maintaining a positive approach to managing sickness absence.

To improve the Councils 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. 12.9% 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 score has slightly increased since the last report which reported 53.5% in December and is 54.7% in March which indicates that managers are managing sickness in their areas although this could be developed further.

97.9% of managers and supervisors have attended the Sickness Absence Training however further training is being arranged to ensure any new managers are working to the policy.

It has been acknowledged that due to the nature of the work undertaken within the Wellbeing Directorate i.e. front line support to vulnerable clients, that they will present the largest number of sickness days lost. To recognise this a revised target of 9.4 days has been agreed. Therefore in order to represent a true target for the whole Council, the overall target has been recalculated and amended to **8.1 days**.

From the Directorate Scorecards, 2 out of the 4 Directorates have met the new target of 8.1 days. The table below gives the comparative data for the Council as a whole and each directorate.

Directorate	Actual Number of Days
SBC	9.1
Chief Executives	3.6
Customer and Communities	6.5
Regeneration, Housing and Resources	10.5
Wellbeing	10.3

As the data indicates the Wellbeing figures are still above the 9.4 day target however this has reduced since the last report.

As already stated RHR have a high number of actual days and work is being undertaken to reduce this figure with additional support to managers to manage sickness absence swiftly.

Occupational Health is a vital component to ensure relevant medical advice is sought in a timely manner. 50% 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. This is an increase from the previous report in March. Unfortunately Occupational Health DNA's have increased to 2 for the last 3 months which have been dealt with either by a management instruction or paid at SSP rate to prevent a recurrence.

The most common reasons given for sickness absence for the period 1st January 15 – 31st March 15 for the Council are as follows:

Sickness Reason	Total Days	% of total days lost (*)
Skeletal, breaks/sprains	416.5	19%
Infections	391	17%
Stress	371.5	17%

(*) please note that % is calculated against the total days lost for the Council during this period

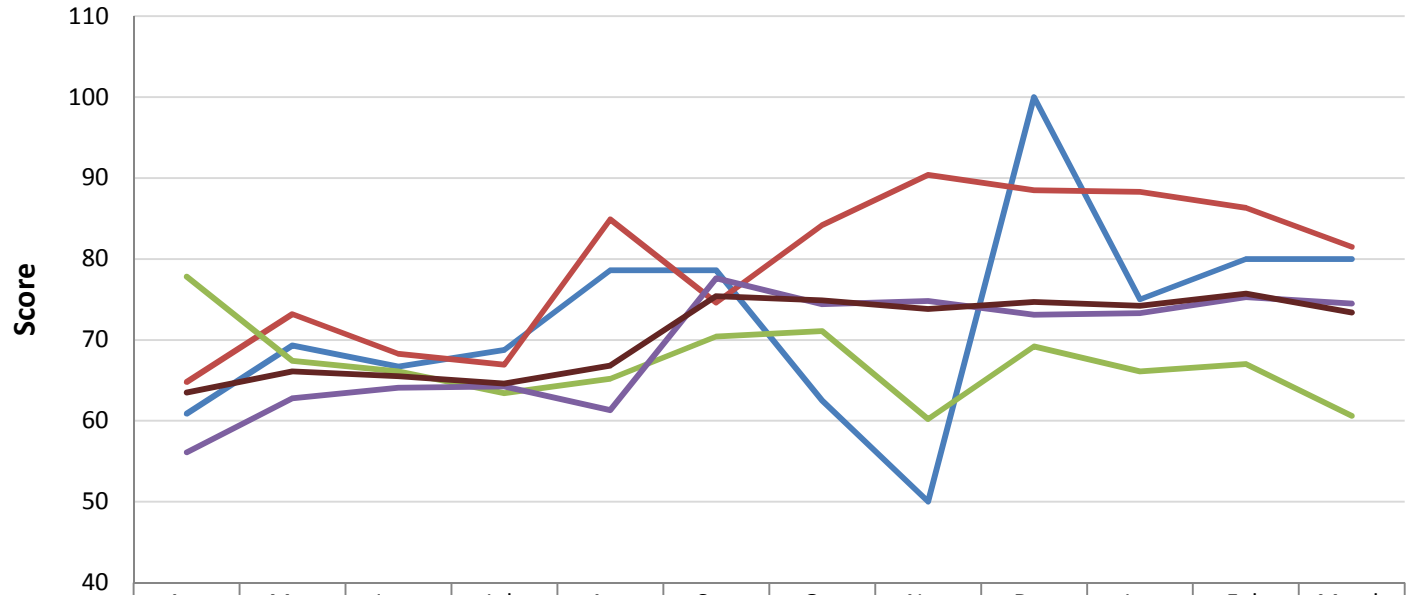
Skeletal, Breaks and Sprains: The extra physiotherapy and back care clinics that have been provided for the Wellbeing Directorate for the last 3 months have been popular. The back care clinics had 13 members of staff attend however of these 13 only 7 of them completed the full 4 week session. Initial feedback has suggested that the reason for this is that most of these employees are coming from residential or day centre facilities and they struggled with the fact that the day of the classes was different for each week (e.g. Wednesday or Thursday) and therefore it is difficult to arrange cover. Occupational Health did not formally evaluate the classes however have agreed to undertake formal evaluation with all staff involved in the back care clinics so that we can ascertain whether a business case is required for these sessions to continue. Unfortunately as these classes were over the period February – June we have not yet been able to analyse the sickness information to establish if this has improved the sickness performance in these areas however will review again for next quarter. The physiotherapy sessions have also been well attended and continue to be beneficial although Occupational Health need to review how many sessions they will provide as this should only be a support measure for a period of time not indefinitely.

Stress: The Council has been working with our Community Mental Health team to identify a Stress Workshop to assist employees cope with mental health problems, such as stress, depression and anxiety. These sessions can be attended by any Slough resident and the workshops have been publicised on our internal website to raise awareness of this support. Further work needs to be developed on providing specific training to managers to support them manage mental health problems and this is being considered by the Employee Wellbeing Project Board.

Infections: 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. As previously reported Slough offer flu vaccinations to those staff that work with vulnerable clients however the take up of this measure was low last year. The Council needs to continue to review this and consider ways to manage these absences in a timely fashion so that it does not impact on the performance of the authority.

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Overall Management Score April 2014 to March 2015



	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March
CE	60.9	69.3	66.7	68.8	78.6	78.6	62.5	50.0	100.0	75.0	80.0	80.0
CCS	64.8	73.2	68.3	66.9	84.9	74.6	84.2	90.4	88.5	88.3	86.3	81.5
RHR	77.8	67.4	66.1	63.4	65.2	70.4	71.1	60.2	69.2	66.1	67.0	60.6
WB	56.1	62.8	64.1	64.3	61.3	77.6	74.4	74.8	73.1	73.3	75.3	74.5
SBC	63.5	66.1	65.5	64.6	66.8	75.4	74.9	73.8	74.7	74.2	75.7	73.4

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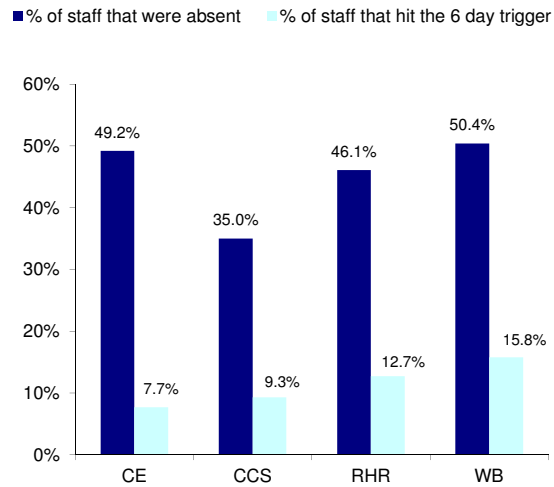
Please see enclosed the Sickness Balanced Scorecard for March 2015 for SBC, CE, CCS, RHR and WB. Also see attached the sick days per FTE from April 2014 to March 2015.

Sickness Balanced Scorecard - March 2015 Report SBC (Oct 14 - Mar 15)

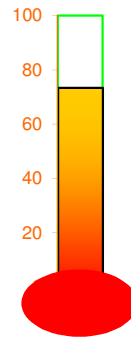
	CE 65	CCS 323	RHR 228	WB 546	Total 1162
Number of staff overall					
Staff sick for at least 1 day	32 49.2%	113 35.0%	105 46.1%	275 50.4%	525 45.2%
Staff that met the 6 day sickness trigger	5 7.7%	30 9.3%	29 12.7%	86 15.8%	150 12.9%
Staff referred to OH	4 80.0%	18 60.0%	5 17.2%	48 55.8%	75 50.0%
Staff had stage 1 meeting when 6 day trigger met	3 60.0%	21 70.0%	6 20.7%	52 60.5%	82 54.7%
Staff with further absence after stage 1 meeting	0 0.0%	5 23.8%	3 50.0%	19 36.5%	27 32.9%
If further sickness, stage 2 meeting taken place	0 -	2 40.0%	1 33.3%	4 21.1%	7 25.9%
Staff with further sickness after stage 2 meeting	0 -	1 50.0%	1 100.0%	2 50.0%	4 57.1%
Staff that have had a Director Review	0 -	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Managers attended or booked onto absence course	13 100.0%	66 100.0%	53 100.0%	101 95.3%	233 97.9%

How can I improve this?

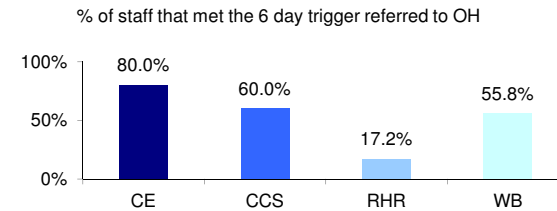
- Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
- Ensure managers are returning the completed tracker sheets within the deadline.



Overall Sickness Management Score **73.4**

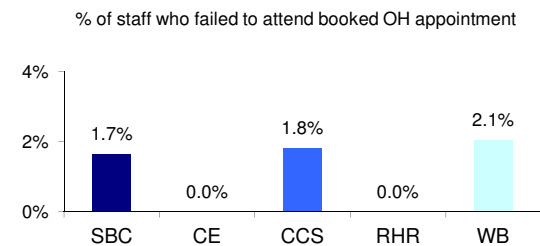


The Overall Score has components weighted at:
50% Applying Policy
25% Course Attendance
25% OH Attendance.



How can I improve this?

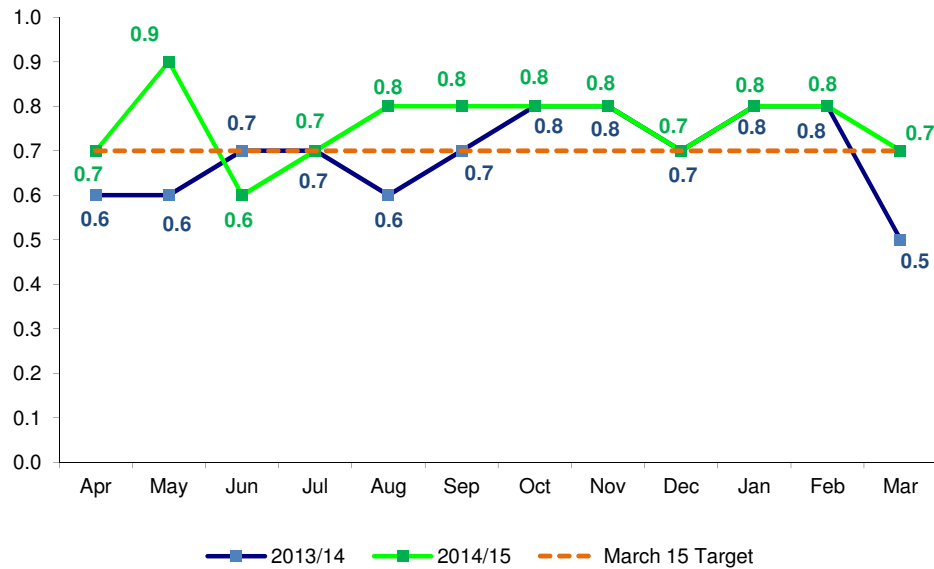
- Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - March 2015 Report
SBC (Oct 14 - Mar 15)**

Number of sick days per FTE (Monthly)



Actuals	
Year to Date Number of Days (April 14 - March 15)	9.1
Average Per Month (Days)	0.76

Council Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

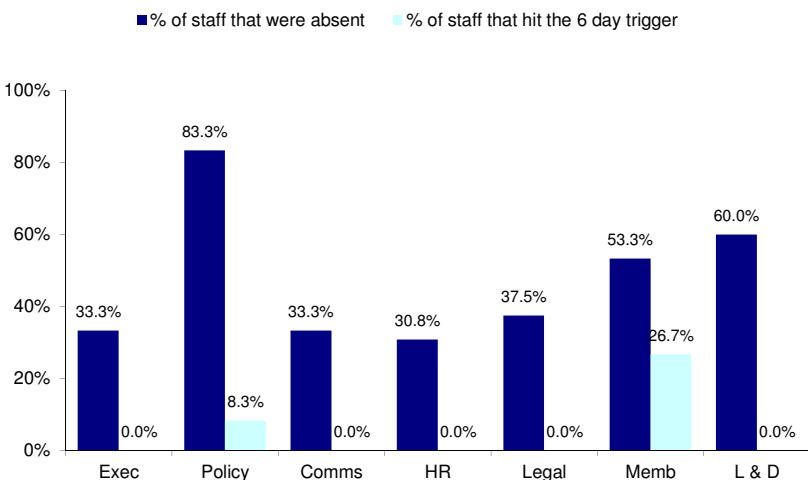
Sickness Balanced Scorecard - March 2015 Report Chief Executive (Oct 14 - Mar 15)

	Executive Office		Policy		Communications		HR Services		Legal Services		Corp Memb Serv		Learning & Dev		Total	
Number of staff overall	3		12		9		13		8		15		5		65	
Staff sick for at least 1 day	1	33.3%	10	83.3%	3	33.3%	4	30.8%	3	37.5%	8	53.3%	3	60.0%	32	49.2%
Staff that met the 6 day sickness trigger	0	0.0%	1	8.3%	0	0.0%	0	0.0%	0	0.0%	4	26.7%	0	0.0%	5	7.7%
Staff referred to OH	0	-	1	100.0%	0	-	0	-	0	-	3	75.0%	0	-	4	80.0%
Staff had stage 1 meeting when 6 day trigger met	0	-	0	0.0%	0	-	0	-	0	-	3	75.0%	0	-	3	60.0%
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%

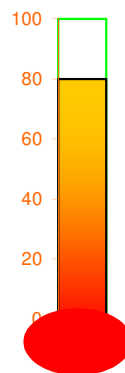
How can I improve this?

- 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.

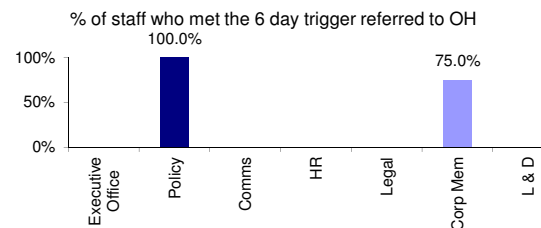
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Overall Sickness Management Score **80.0**

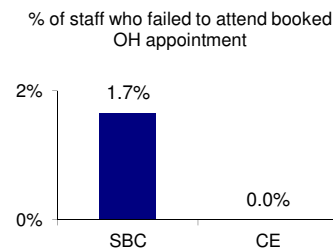


The Overall Score has components weighted at:
50% Applying Policy
25% Course Attendance
25% OH Attendance.



How can I improve this?

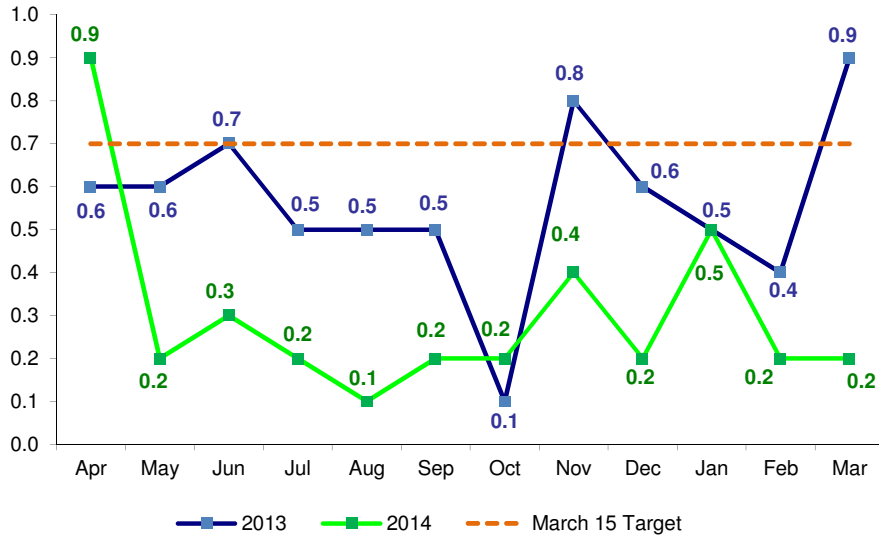
- Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - March 2015 Report
Chief Executive (Oct 14 - Mar 15)**

Number of sick days per fte (monthly)



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Actuals	
Year to Date Number of Days (April 14 - March 15)	3.6
Average Per Month (Days)	0.30

CE Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

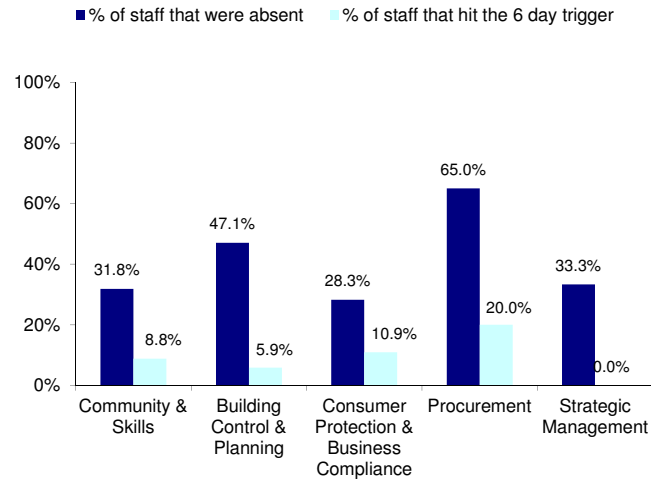
Sick Days Per FTE			
Division	Jan 2015	Feb 2015	Mar 2015
Chief Executive	0.0	0.0	2.0
Communications	0.0	0.1	0.0
Policy	2.1	0.8	0.0
Professional Services	0.2	0.1	0.2

Sickness Balanced Scorecard - March 2015 Report Customer & Community Services (Oct 14 - Mar 15)

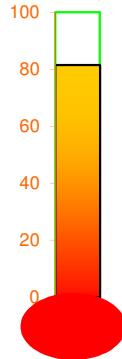
	Community & Skills	Building Control & Planning	Consumer Pro & Business Comp	Procurement	Strategic Management	Total
Number of staff overall	217	34	46	20	6	323
Staff sick for at least 1 day	69 31.8%	16 47.1%	13 28.3%	13 65.0%	2 33.3%	113 35.0%
Staff that met the 6 day sickness trigger	19 8.8%	2 5.9%	5 10.9%	4 20.0%	0 0.0%	30 9.3%
Staff referred to OH	9 47.4%	2 100.0%	4 80.0%	3 75.0%	0 -	18 60.0%
Staff had stage 1 meeting when 6 day trigger met	11 57.9%	2 100.0%	5 100.0%	3 75.0%	0 -	21 70.0%
Staff with further absence after stage 1 meeting	3 27.3%	1 50.0%	1 20.0%	0 0.0%	0 -	5 23.8%
If further sickness, stage 2 meeting taken place	0 0.0%	1 100.0%	1 100.0%	0 -	0 -	2 40.0%
Staff with further sickness after stage 2 meeting	0 -	0 0.0%	1 100.0%	0 -	0 -	1 50.0%
Staff that have had a Director Review	0 -	0 -	0 0.0%	0 -	0 -	0 0.0%
Managers attended or booked onto absence course	35 100.0%	100.0%	100.0%	- -	- -	66 100.0%

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.

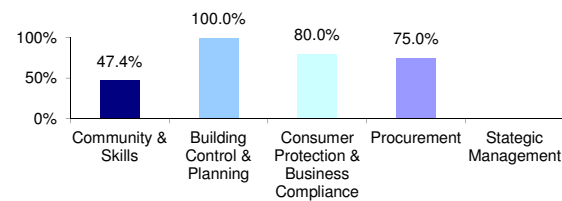


Overall Sickness Management Score **81.5**



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

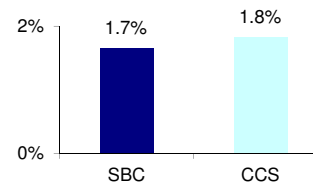
% of staff that met the 6 day trigger referred to OH



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

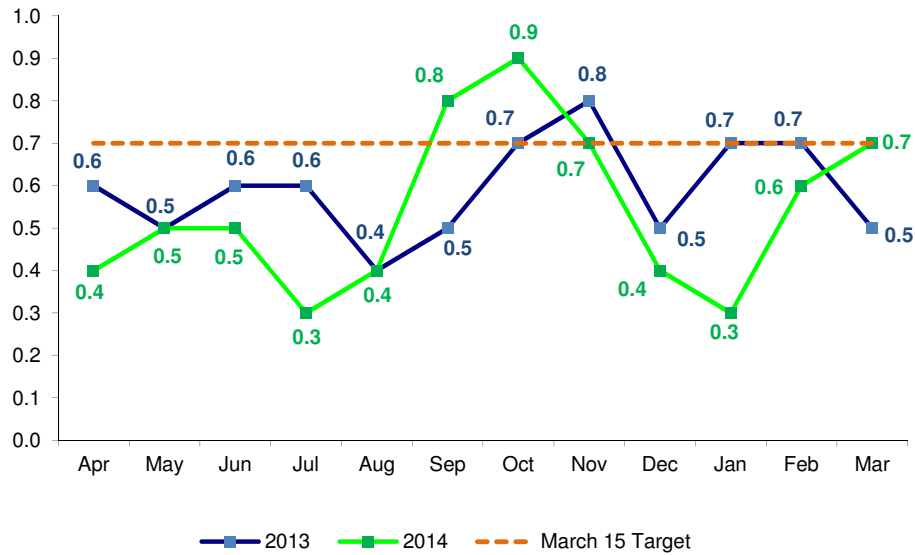
% of staff who failed to attend booked OH appointment



Please note this % relates to the period stated above.

**Sickness Balanced Scorecard - March 2015 Report
Customer & Community Services (Oct 14 - Mar 15)**

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (April 14 - March 15)	6.5
Average Per Month (Days)	0.54

CCS Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

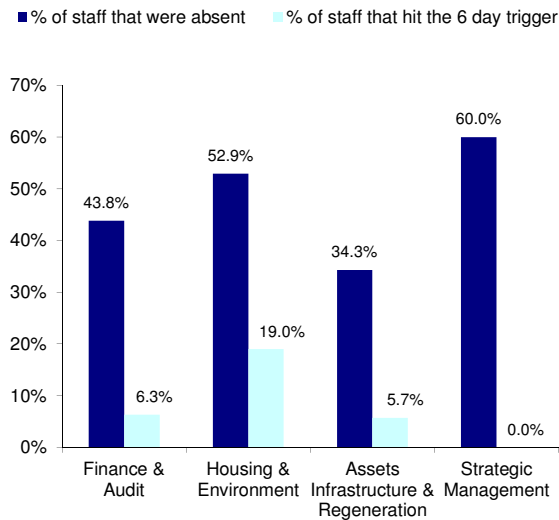
Sick Days Per FTE			
Division	Jan 2015	Feb 2015	Mar 2015
Community & Skills	0.5	0.8	1.1
Enforcement & Regulation	0.1	0.3	0.2
Strategic Management	0.0	0.4	0.0

Sickness Balanced Scorecard - March 2015 Report Resources Housing & Regeneration (Oct 14 - Mar 15)

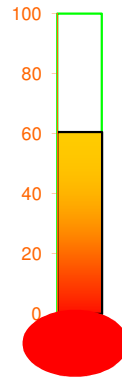
	Finance and Audit	Housing & Environment	Assets, Inf & Regeneration	Strategic Management	Total
Number of staff overall	32	121	70	5	228
Staff sick for at least 1 day	14 43.8%	64 52.9%	24 34.3%	3 60.0%	105 46.1%
Staff that met the 6 day sickness trigger	2 6.3%	23 19.0%	4 5.7%	0 0.0%	29 12.7%
Staff referred to OH	0 0.0%	2 8.7%	3 75.0%	0 -	5 17.2%
Staff had stage 1 meeting when 6 day trigger met	1 50.0%	2 8.7%	3 75.0%	0 -	6 20.7%
Staff with further absence after stage 1 meeting	0 0.0%	2 100.0%	1 33.3%	0 -	3 50.0%
If further sickness, stage 2 meeting taken place	0 -	1 50.0%	0 0.0%	0 -	1 33.3%
Staff with further sickness after stage 2 meeting	0 -	1 100.0%	0 -	0 -	1 100.0%
Staff that have had a Director Review	0 -	0 0.0%	0 -	0 -	0 0.0%
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.

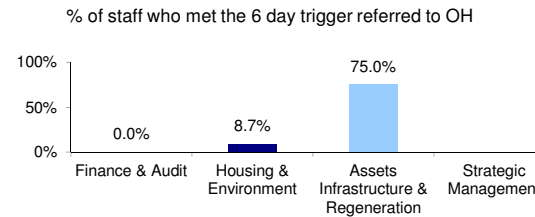
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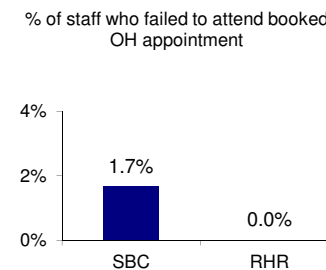
Overall Sickness Management Score
60.6



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



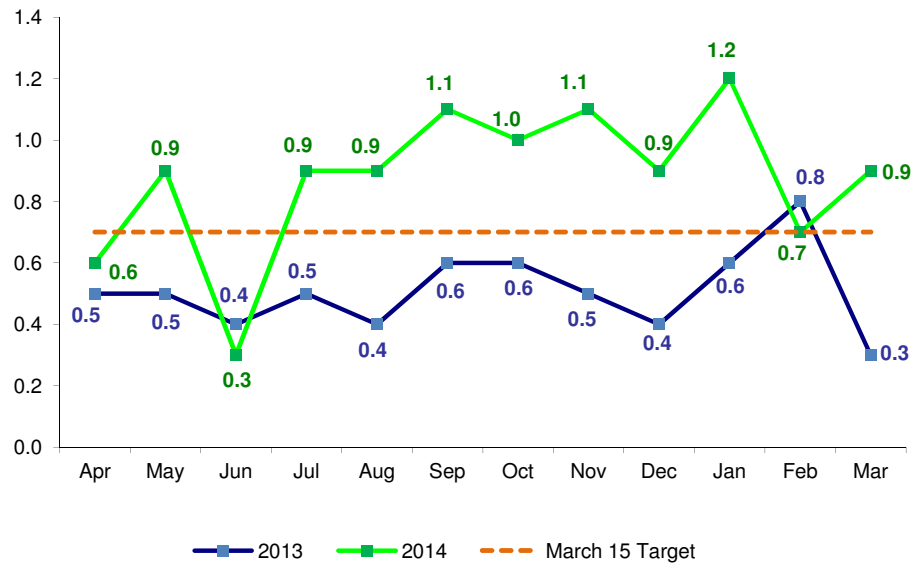
How can I improve this?
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

Sickness Balanced Scorecard - March 2015 Report
Resources Housing & Regeneration (Oct 14 - Mar 15)

Number of sick days per fte (monthly)



Actuals	
Year to Date Number of Days (April 14 - March 15)	10.5
Average Per Month (Days)	0.88

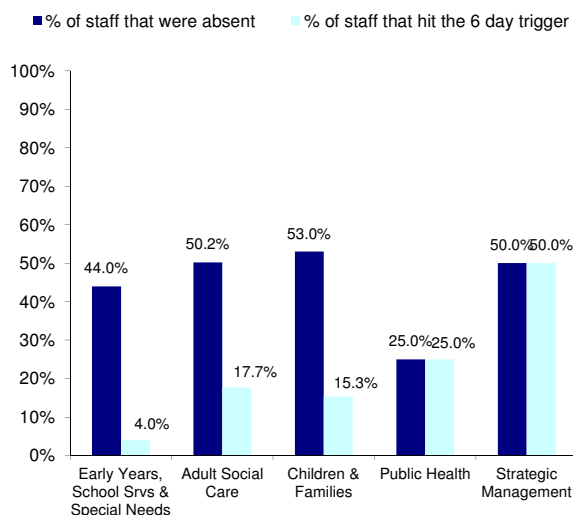
RHR Targets	
Year to Date Target for Mar 2015 (Days per year)	8.1
Year to Date Target for Mar 2015 (Average Per Month)	0.7

Sick Days Per FTE			
Division	Jan 2015	Feb 2015	Mar 2015
Finance and Audit	0.3	0.0	0.3
Housing & Environment	1.5	1.0	1.3
Assets, Inf & Regeneration	1.0	0.6	0.5
Strategic Management	0.4	0.0	0.0

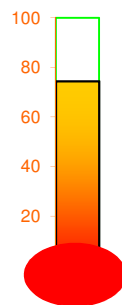
Sickness Balanced Scorecard - March 2015 Report Wellbeing (Oct 14 - Mar 15)

	Early Years & School Svcs	Adult Social Care	Children & Families	Public Health	Strategic Management	Total
Number of staff overall	50	271	215	8	2	546
Staff sick for at least 1 day	22 44.0%	136 50.2%	114 53.0%	2 25.0%	1 50.0%	275 50.4%
Staff that met the 6 day sickness trigger	2 4.0%	48 17.7%	33 15.3%	2 25.0%	1 50.0%	86 15.8%
Staff referred to OH	0 0.0%	33 68.8%	14 42.4%	0 0.0%	1 100.0%	48 55.8%
Staff had stage 1 meeting when 6 day trigger met	0 0.0%	36 75.0%	14 42.4%	1 50.0%	1 100.0%	52 60.5%
Staff with further absence after stage 1 meeting	0 -	12 33.3%	5 35.7%	1 100.0%	1 100.0%	19 36.5%
If further sickness, stage 2 meeting taken place	0 -	4 33.3%	0 0.0%	0 0.0%	0 0.0%	4 21.1%
Staff with further sickness after stage 2 meeting	0 -	2 50.0%	0 -	0 -	0 -	2 50.0%
Staff that have had a Director Review	0 -	0 0.0%	0 -	0 -	0 -	0 0.0%
Managers attended or booked onto absence course	10 100.0%	45 93.8%	43 95.6%	3 100.0%	- -	101 95.3%

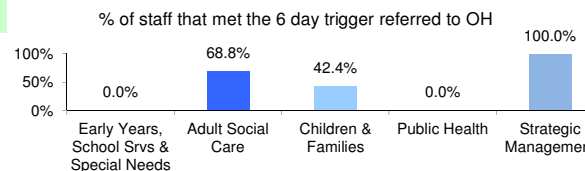
How can I improve this?
 - Use the tracker sheets that are sent to AD's / Head of Service on a monthly basis, which lists which managers have managed sickness in line with the policy.
 - Ensure managers are returning the completed tracker sheets within the deadline.



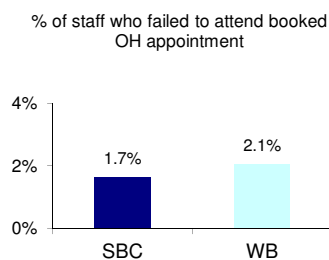
Overall Sickness Management Score **74.5**



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



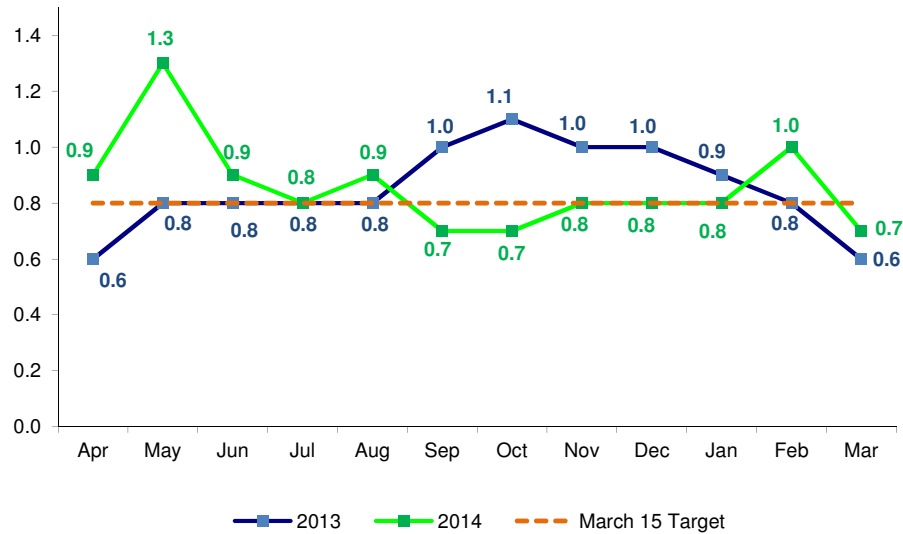
How can I improve this?
 - Speak to all managers who have staff at 5 Days sick to encourage occupational health referrals at an early stage



Please note this % relates to the period stated above.

Sickness Balanced Scorecard - March 2015 Report
Wellbeing (Oct 14 - Mar 15)

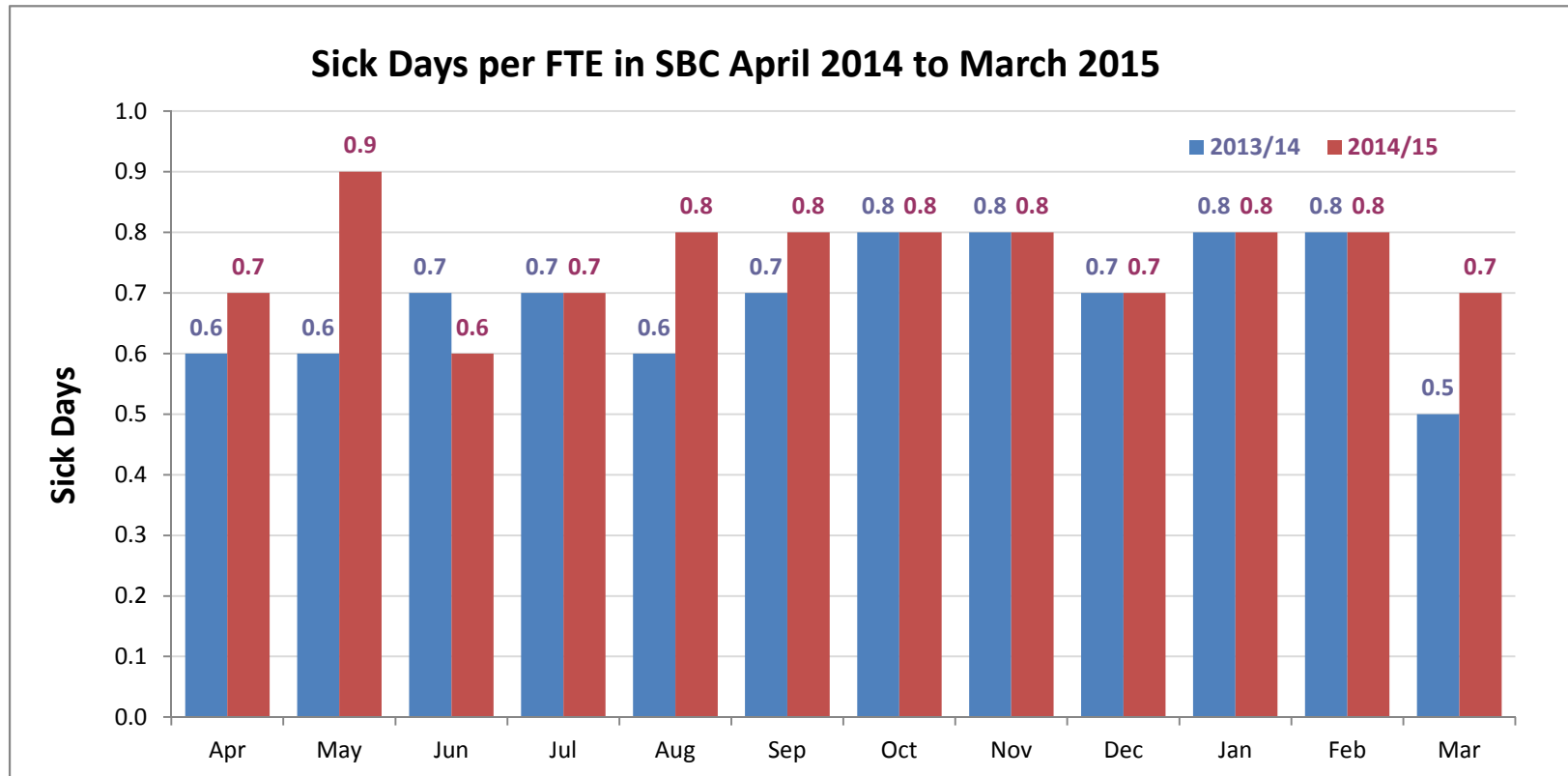
Number of sick days per FTE (Monthly)



Actuals	
Year to Date Number of Days (April 14 - March 15)	10.3
Average Per Month (Days)	0.86

WB 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

Sick Days Per FTE			
Division	Jan 2015	Feb 2015	Mar 2015
Early Years & School Svcs	2.0	0.8	1.7
Adult Social Care	0.9	0.8	0.8
Children & Families	0.6	1.1	0.3
Public Health	0.1	0.5	1.5
Strategic Management	2.5	10.0	11.0



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.

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:** 23rd June 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 Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3a. Slough Joint Wellbeing 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.

3b. Five Year Plan Outcomes

The proposals within this report meet the Five Year Plan objectives as follows:

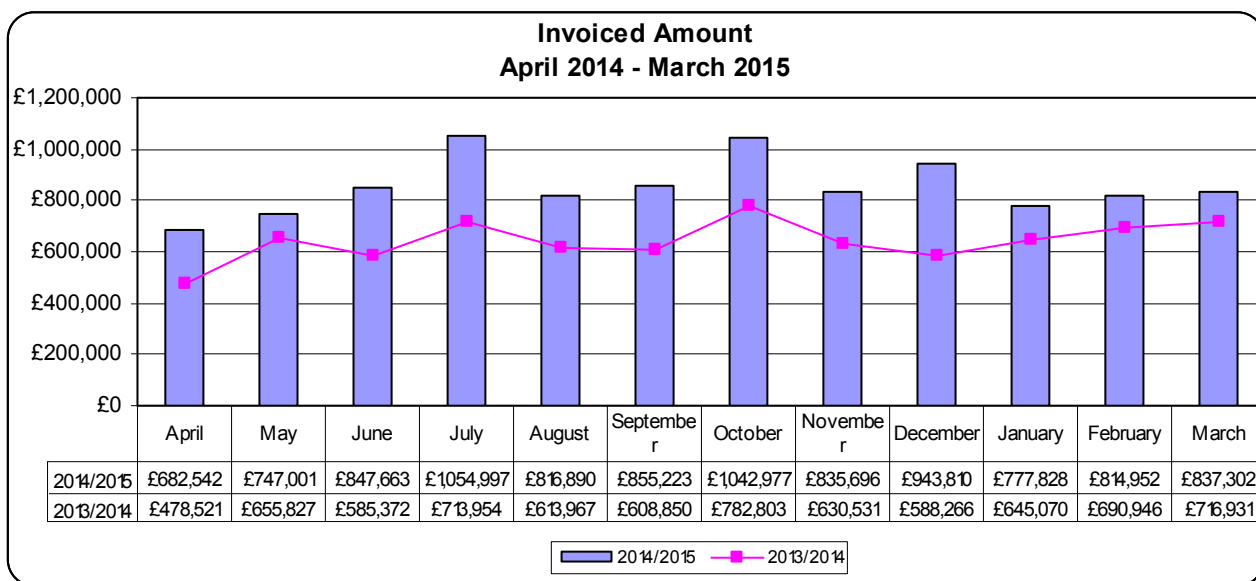
1. Improve customer experience by improving service delivery from the provider.
2. Deliver high quality services to meet local needs by ensuring access to a diverse work force through broadening access to higher quality resource (e.g. Occupational Therapists / Physiotherapists / Qualified Social Workers).

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 for the financial year April 14 to March 15 was £10.256,881, slightly below the projection in the last report (£10.4m). The graph below shows this years spend against the last financial year showing an increase in spend of £2,545,843. It should be noted that this increase will be, in part, due to the increase in what was considered 'off-contract' spend last year and was not reflected in the Matrix spend below.



(b) Risk Management

Risk	Mitigating action	Opportunities
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	Review current staff development programmes and look to invest in development of our current workforce to "grow our own talent" for the difficult to source roles.
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	
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"> • Guaranteed minimum savings of 3% on existing spend (with further opportunities to increase this) • Guaranteed maximum pence-per-hour agency fees • Pay parity between full time permanent employees and temporary staff workers in-line with Agency Worker Directive • 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) • Gainshare mechanism – whereby savings achieved over and above the guaranteed minimum will be shared between SBC (90%) and the supplier (10%) • Mechanism for supplier to credit SBC for failure to deliver agreed service levels
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 The number of Matrix placements currently (June) stands at 222, down again from the last report (240). The table in fig1 later in the report gives a breakdown by directorate.
- 5.2 Work to increase the number of agencies working with Slough continues and we currently have a supplier base totaling 232. The number of agencies that have participated in the re-procurement exercise undertaken by Matrix on staff who have worked over 12 weeks is 26. Through May 2014 an additional £33k of savings have been made against the original contract savings target which were identified during the move from Pertemps to this neutral vendor model. Almost £6k of savings were identified in Quarter 4 through the re-procurement exercise.
- 5.3 Matrix continue to achieve the KPI targets set in the original contract. These relate to the fulfilment of posts, the number of rejected candidates and helpdesk assistance. These rates are monitored through business reviews every quarter.
- 5.4 There currently 5 staff outside of the Matrix contract (as at end May) that need to be found a placement in Matrix as and when contracts become due for renewal. All 5 are within Social Care. Data on the length of these contracts is still being collected, however 3 of the 5 are undertaking work on the following job titles: Head of Service – Assessment and CIN, Transformation Programme and Development Manager and Practice Manager. Since January these 3 posts have cost the council £95,415.
- 5.5 Below is a breakdown of agency staff placements and the tenure of those staff by directorate. It should be noted that there have been changes in directorate make up since the figures in the 2014 column:

Scorecard as at June 2015			FTE
Directorate	Number of Placements	Tenure (weeks)	Number of Placements
Chief Executive	9	0-13 = 2 14-26 = 1 27-39 = 2 40-52 = 2 1-2y = 1 Over 2y = 1	4.6
Customer & Community Services	12	0-13 = 2 14-26 = 4 27-39 = 2 40-52 = 2 1-2y = 1 Over 2y = 1	8.5
Regeneration, Housing & Resources	37	0-13 = 10 14-26 = 8 27-39 = 5 40-52 = 8 1-2y = 5 Over 2y = 1	23.2
Wellbeing	164	0-13 = 23 14-26 = 25 27-39 = 19 40-52 = 23 1-2y = 49 Over 2y = 25	109.6
Total	222	0-13 = 37 14-26 = 38 27-39 = 28 40-52 = 35 1-2y = 56 Over 2y = 28	145.9

Fig 1

5.6 The table below (fig2) shows a breakdown of the number and title of active temporary staff placements by job category. The brackets represent the changes from the last report with the FTE per category:

Job Category	Chief Exec	Customer & Community	Resources, Housing, Regen	Wellbeing	Total and FTE
Admin & Clerical	4	4 (+1)	5 (-1)	15 (-3)	28 (-2) 18.9 fte
Driving				3	3 1.1 fte
Engineering & Surveying		1 (-1)	2		3 (-1) 3.0 fte
Executive			5 (+1)	5 (+1)	10 (+2) 6.7 fte
Facilities/Environmental		2	1		3 2.5 fte
Housing/Benefits/Planning		1	16		17 12.0 fte
IT	1	1 (+1)		1	3 (+1) 1.3 fte
Legal	2				2 (-1) 0.8 fte
Management	1		2 (+1)	3	6 3.1 fte

Manual Labour			5 (+3)		5(+3) 1.9 fte
Procurement		1			1 1.0 fte
Social/Healthcare Non-Qualified	1	2 (-1)		40 (-1)	43 (-2) 17.4 fte
Social/Healthcare Qualified			1	97 (-18)	98(-18) 76.1 fte

Fig 2

The number of temporary staff in Admin & Clerical roles remains at 12% of the total temporary workforce however the number of social care staff continues to reduce and represents 62% of the total staff employed.

The table below (fig3) shows the tenure of staff by job category:

Job Category	0-13	14-26	27-39	40-52	1-2yrs	2yrs +
Admin & Clerical	9	3	4	5	5	2
Driving						3
Engineering & Surveying				1	1	1
Executive	1	2	3	4		
Facilities/Environmental		1		1	1	
Housing/Benefits/Planning	3	5	4	3	1	1
IT	1	1		1		
Legal	1		1			
Management	1	2		2	1	
Manual Labour	3			1	1	
Procurement					1	
Social/Healthcare Non-Qualified	5	5	4	4	16	9
Social/Healthcare Qualified	13	18	12	13	29	13

Fig 3

The longest of the tenure above is a start date of September 2008. All 3 are in the Driving category 2x Driver/Escort and 1xEscort Coordinator. The FTE of these workers combined is 1.1.

5.10 The audit of the Matrix contract is due to start on 16th June. Should the audit report be available by the next committee, a summary report will be provided for information.

5.11 Following the audit to the Matrix contract, work will start on the value for money exercise identified at the last committee. This will include actions required to keep the contract fit for the future. A decision will be made on this contract in the next 6 months whether it will be up for re-procurement in the next financial year.

6 Conclusion

6.1 The matrix contract has been successful in improving governance around departmental engagement of agency staff and has substantially reduced maverick spend due to non compliance to corporate policies. We will continue to monitor and challenge spend that is outside of the Matrix system to ensure appointments and process are in line with the council's constitution.

MEMBERS' ATTENDANCE RECORD 2014/2015

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	24/06/14	11/08/14	20/10/14	22/01/15	24/03/15
Brooker	P	P	P	P	P
Chohan	P	Ab	P	Ap	P
Coad	P	P	P	Ap	Ap
A S Dhaliwal	P	P	P	P	P
N Holledge	P	P	P	P	P
Plenty	P	P	P	P	P
Sandhu	P	P	P	P	P
Sharif	P	P	P	P	Ab
Zarait	P	Ap	P	P	Ap

P = Present for whole meeting
Ap = Apologies given

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

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