

Date of issue: Tuesday, 3 April 2018

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Sarfraz (Chair), N Holledge (Vice-Chair), Bains, Bedi, Brooker, Qaseem, R Sandhu, Sharif and Swindlehurst)
DATE AND TIME:	WEDNESDAY, 11TH APRIL, 2018 AT 6.30 PM
VENUE:	JUPITER SUITE 1, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120

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.



NIGEL PALLACE
Interim Chief Executive

AGENDA

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
CONSTITUTIONAL MATTERS			
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 that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors'

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

Code of Conduct, leave the meeting while the matter is discussed.

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 25th January 2018 | 1 - 6 | - |
|----|--|-------|---|

SERVICE IMPLEMENTATION ISSUES

- | | | | |
|----|---|-----------|-----|
| 3. | Learning and Development Policy and Procedure | 7 - 22 | All |
| 4. | Actions Speak Louder... Programme - Interim Update | 23 - 26 | All |
| 5. | Temporary Agency Staff Progress on Implementation and Baseline Monitoring | To Follow | All |
| 6. | Implementation of Self Service Elements of the Financial and Human Resources System - Agresso | 27 - 30 | All |

ITEMS FOR INFORMATION

- | | | | |
|----|---------------------------------------|---------|---|
| 7. | Members' Attendance Record | 31 - 32 | - |
| 8. | Date of Next Meeting - 19th June 2018 | - | - |

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. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. 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 Thursday, 25th January, 2018.

Present:- Councillors Sarfraz (Chair), N Holledge (Vice-Chair), Bedi, Brooker, Qaseem (from 6.49pm), R Sandhu and Swindlehurst (from 6.35pm)

Apologies for Absence:- None received.

PART 1

25. Declarations of Interest

No declarations were made.

26. Minutes of the Meeting held on 24th October 2017

Resolved – That the minutes of the meeting held on 24th October 2017 be approved as a correct record.

27. Membership of Appointments Sub-Committee - Appointment of Chief Executive

The Senior Democratic Services Officer summarised a report that sought approval for a number of proposals about the membership of the Appointments Sub-Committee.

A politically proportionate Sub-Committee of five members had been established in August 2017 to undertake the appointment process for a Chief Executive. The Council had decided in November 2017 not to make an appointment and in December 2017 it had agreed the recruitment process for the vacant post. This included a recommendation to the Committee to increase the membership of the Appointments Sub-Committee from five to eight members and to waive the requirement for political proportionality to ensure the membership was more fully reflective of the Council as a whole. The five members of the Sub-Committee appointed on 3rd August 2017 had resigned to enable the new membership to be established.

The Council had recommended that the Sub-Committee should comprise the Leaders and Deputy Leaders of the Conservative and Labour Groups (or their nominees), Councillor Coad, the Chair of the Employment & Appeals Committee and two further Labour members. Nominations for the two Labour members were awaited and, in response to a question, it was confirmed that the two further Labour members should be members of the Employment & Appeals Committee where possible but this was not a requirement.

(Councillor Swindlehurst joined the meeting)

Members were informed that political proportionality could only be waived if no member voted against the proposal, and the Committee voted

Employment & Appeals Committee - 25.01.18

unanimously to waive proportionality for the Sub-Committee. The other recommendations regarding the number of members, composition and terms of reference were approved.

Resolved –

- (a) That the Appointments Sub-Committee be increased from 5 members to 8 members to undertake the recruitment of the Chief Executive and Head of the Paid Service.
- (b) That the terms of reference of the Sub Committee as set out in Paragraph 5.8 of the report be noted.
- (c) That the requirement for political proportionality, as set out in the Local Government and Housing Act 1989, be waived with regard to the appointment of the Sub Committee and that seats be allocated on the Sub-Committee as set out in paragraph 5.6 of the report.
- (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 within the parameters as at paragraph 5.3 of the report and as set out below:
 - i. Leader and Deputy Leader of the Labour Group (or their nominees);
 - ii. Leader and Deputy Leader of the Conservative Group (or their nominees);
 - iii. Councillor Coad;
 - iv. Chair of the Employment & Appeals Committee; and
 - v. Two further Labour members (where possible, but not as a requirement, drawn from the Employment & Appeals Committee).

28. Arrangements for the Dismissal of the Head of Paid Service, Monitoring Officer and Chief Finance Officer - Flow Chart of Procedure and Membership of Investigating and Disciplinary Committee, Appeals Committee and Independent Panel

The Committee received a report that provided an update on the arrangements for the dismissal of the Head of Paid Service, Monitoring Officer and Chief Finance Officer.

The new process had been approved by the Council in May 2017 and a report had been provided to the Committee in October 2017 at which it had been requested that a flowchart be provided to show the new disciplinary procedure. This was provided at Appendix A to the report and was noted.

The Committee was also updated on the membership of the new committees and panels established to undertake any such disciplinary procedures. It was noted that the members appointed to the Investigating and Disciplinary

Employment & Appeals Committee - 25.01.18

Committee and the Appels Committee was be agreed by Council on 30th January 2018. The members of the Independent Panel had been appointed and were confirmed as Louis Lee, David Comben and Murray Litvak.

Resolved – That the Disciplinary Procedure flowchart attached at Appendix 1 to the report and the appointment of the Investigating and Disciplinary Committee, Appeals Committee and Independent Panel as set out in the report be noted.

29. Employment Policies and Procedures - Organisational Change Policy, Secondment Policy, Grievance Policy, Rehabilitation of Offenders Policy and Disclosure and Barring Service Policy

The Committee considered a report which sought approval for the following new and revised policies and procedures:

- New Organisational Change Policy;
- New Secondment Policy (including Acting Up arrangements);
- Revised Grievance Policy and Procedure; and
- Update to the Rehabilitation of Offenders Policy, Disclosure and Barring Service Policy and SBC Application Forms to reflect the amendments to the Rehabilitation of Offenders Act 1974 Exceptions Order 1975 (2013).

The HR Policy Manager summarised the key aspects of each of the policies and procedures. The Organisational Change Policy brought together a number of a range of information and guidance for managing organisational change into a single, easily accessible document for managers. The Secondment Policy and Procedure had been updated and incorporated a section on how to manage 'Acting Up' arrangements. The amendments to the Grievance Policy emphasised the importance of resolving issues early through mediation if required, and provided greater clarity on a number of aspects of the process. The changes to the Rehabilitation of Offenders Policy and associated documents had been made to reflect legislative requirements.

The Committee was informed that all the policies and procedures met legislative requirement and had, where appropriate, undergone the relevant feedback and consultation with managers, staff and trade unions. Members considered each of the appendices in turn and approved the new or revised policies and procedures.

Resolved – That the new and revised policies and procedures be approved as follows:

- Organisational Change Policy;
- Secondment Policy & Procedure;
- Grievance Policy & Procedure; and
- Rehabilitation of Offenders.

Employment & Appeals Committee - 25.01.18

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

The Service Lead People and the Director of Finance & Resources summarised a report that updated the Committee on the temporary agency staff contract with Matrix.

The total spend between April to December 2017 was £4.1m and a breakdown of spend in each directorate was noted. Members commented that the figure appeared to be high, and that the net spend was likely to be higher in 2017 than in the previous two years, however, it was highlighted that the total cost of placements through Matrix as shown in the report did not reflect that the costs would often be met through existing staffing budgets and that the placements were covering for existing posts. It was therefore agreed that future reports include more contextual information showing the a more accurate net cost of using temporary agency placements against existing staffing budgets.

(Councillor Qaseem joined the meeting)

The Committee discussed a number of other aspects of the report including the number of long term placements. There were various reasons why temporary agency staff may be with the authority for an extended period of time, for example, hard to recruit roles such as qualified social workers or occupational therapists and some interim management posts such as the Monitoring Officer and Director of Place & Development. Members requested a breakdown of the placements exceeding two years in the Chief Executive's department. Assurance was provided that the Council was actively trying to permanently recruit temporary workers where appropriate and the benefits of centrally managing agency staff through a single contract with Matrix reduced maverick spend and increased internal controls.

At the conclusion of the discussion, the report was noted.

Resolved – That details of the report be noted.

31. Pay Policy Statement Update 2018/19

The Service Lead People introduced a report that provided Members with an update of the revisions to the Pay Policy Statement for 2018/19. The Committee was requested to recommend approval to full Council.

The revised Pay Policy reflected the new senior management structure which came in effect in October 2017. Members had previously raised the issue of compliance with the obligation to pay the National Living Wage and it was confirmed that the Council paid above this level and a commitment to comply was set out in paragraph 1.4 of the Statement. The ratio between the remuneration of the Chief Executive and lowest paid employees was lower than previously reported as the base salary of the Chief Executive had been reduced.

Employment & Appeals Committee - 25.01.18

Members asked a number of questions about the Statement and further information was requested on whether the cost of living pay award was calculated using the CPI or RPI measure of inflation. The cost of the Monitoring Officer (MO) function was raised and the previous and current MO were paid a daily rate of £650 as part of the interim arrangements which would continue in the short term to deal with a high backlog of complaints under the Councillors' Code of Conduct and to address a number of identified governance issues. It was noted that if the position was added to the role of an existing member of staff, as envisaged, a supplement would be paid but the overall cost would be reduced.

At the conclusion of the discussion, the Committee agreed that the Pay Policy Statement 2018/19 would be recommended to full Council.

Recommended – That details of the Pay Policy Statement 2018/19 be approved.

32. Attendance Record

Resolved – That the Members' Attendance Record be noted.

33. Date of Next Meeting - 11th April 2018

The date of the next meeting was confirmed as 11th April 2018.

Chair

(Note: The Meeting opened at 6.31 pm and closed at 7.08 pm)

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 11th April 2018

CONTACT OFFICER: Surjit Nagra, Service Lead, People

AUTHORS: Jules Potter, Head of Organisational Development

WARD(S): All

PART I
FOR DECISION**LEARNING AND DEVELOPMENT POLICY AND PROCEDURE****1 Purpose of Report**

The purpose of this report is to ask for the Committee to approve a new Learning and Development Policy and Procedure for Slough Borough Council's employees.

2. Recommendation(s)/Proposed Action

2.1 The Committee is requested to resolve that the Learning and Development Policy as Procedure at Appendix 1 be approved.

3. Supporting information

- 3.1 The People Service has a programme of work relating to undertaking reviews of all employment policies and procedures. This programme of work is to ensure the policies and procedures:
- continue to reflect best practice
 - reflect the council's strategic aims
 - comply with employment legislation
 - are user friendly; and
 - work together cohesively.
- 3.2 This policy is aligned with the Five Year Plan 2018-2023 which states: *We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job.*
- 3.3 This policy responds to many employee views following the introduction of a new mandatory training schedule in 2016 and the development of a corporate learning and development programme in response to performance development plans, and business needs.
- 3.4 The policy demonstrates the Council's commitment to being an employer of choice and investing in learning and development to achieve the Council's strategic goals and objectives and to assist employees to reach their full potential. Continuous learning and development supports employees to deliver excellent customer service and experience. It is therefore essential that the Council offers a learning environment conducive to these commitments.

- 3.5 The aim of the policy is to provide a framework for the learning and development requirements of all Slough Borough Council employees. It sets out the requirements and associated support for those that work on a permanent basis as well as those on temporary or sessional contracts. It does NOT apply to apprentices, volunteers and employees working for contractors.
- 3.6 For return on that investment, employees need to take personal responsibility to equip themselves with the necessary skills to meet their individual and service objectives. The Senior Leadership Team and line managers throughout the organisation are required to support the implementation of this policy to enhance organisational performance.
- 3.7 Committee members should note that there will be renewed energy within the People Service in 2018-19 to advise and support employees to complete the appraisal process. The 2017-18 appraisal uptake – those that shared their completed personal development plans and summary sheets with the Organisational Development Team – was 38%. Although managers and SLT members have advised the Head of Organisational Development that the number of completed appraisals was higher than this, without written supporting evidence, compliance cannot be justified.

4. **Consultation**

The policy has been shared for comments with Trade Unions, the Employee Engagement Forum and the Corporate Consultative Forum.

5. **Implementation Process**

The implementation process will include various methods of communication including:

- *Newsround* bulletin
- Grapevine staff newsletter
- Email to all line managers
- Shared with the People Service SMT and the wider team in draft and will be shared with Directorate Management Teams once approved
- Briefings and training will be provided to managers.

6. **Comments of Other Committees**

This report has not been considered by any other committees.

7. **Conclusion**

The Committee is asked to consider and approve the policy and procedure as at Appendix 1 to this report.

8. **Appendix**

Appendix 1 – Learning and Development Policy and Procedure

LEARNING AND DEVELOPMENT POLICY AND PROCEDURE



Policy Schedule	
Policy owner and lead	People Service: Head of Organisational Development
Consultation	CMT
	Trade Unions & EEF
	CCF
Approving body	Employment Appeals Committee
Date of approval	April 2018
Date of implementation	April 2018
Version number	Version 2.3
Related documents	Academic Programme Policy & Probation Policy
Review interval	Annually (next review April 2019)

Contents	Page Number
1. Introduction	3
2. Scope	4
3. Duties and Responsibilities:	4
3.1 Responsibilities of the Individual Permanent Employee	4
3.2 Responsibilities of the Individual Temporary Employee	6
3.3 Responsibilities of the Individual Sessional Workers/Tutors	8
3.4 Study Leave	9
3.5 Employee Compliance	9
3.6 Responsibilities of the Line Manager	9
3.7 Responsibilities of the Senior Leadership Team	11
3.8 Responsibilities of the Organisational Development Team	11
4. Financial Monitoring	12
5. Approval and ratification	13
6. Dissemination and implementation	13
7. Review and revision arrangements	13

1. Introduction

- 1.1** Slough Borough Council is committed to being an employer of choice and investing in learning and development to achieve the Council's strategic goals and objectives and to assist employees to reach their full potential. Continuous learning and development supports employees to deliver excellent customer experience and service. It is therefore essential that we offer a learning environment conducive to these commitments.
- 1.2** This policy sets out Slough Borough Council's responsibility for planning and enabling learning and development activities. It defines the responsibilities of employees to attend learning events and the financial and human resources available to them to plan and agree their learning needs.
- 1.3** This policy is driven by the organisational vision and values which promote the Council as a learning organisation – *where people continually enhance their capabilities to create what they want to create*¹. It is a place where employees prosper and are the best they can be to advise and support each other, residents, visitors, businesses and partner organisations. To drive that vision² *We want to recruit, retain and develop high quality people who are committed to Slough and supported to do their job* and achieve the following core aims:
- Support every employee to be safe and effective in their roles throughout their career at the Council. This includes facilitated support by the Organisational Development Team at these key activities: local and corporate induction; probationary period; appraisal; mandatory training; and ongoing development.
 - Monitor and report on employee compliance to ensure that the Council is meeting its statutory and legal learning and development responsibilities;
 - Offer a comprehensive corporate learning and development programme which is aligned to corporate, departmental, team and individual needs with associated robust budget management;
 - Appreciate and respond to different learning styles, preferences and capabilities of the workforce; and
 - Upskill employees so that they are confident in their current roles; recognise their own potential; and evolve into role models for their colleagues and customers.
- 1.4** Through the Organisational Development (OD) team and budget, training needs are analysed through a review of annual Personal Development Plans (PDPs) agreed at appraisals. From this training needs analysis (TNA), employees are required and/or offered learning opportunities through internal facilitation and/or training at learning hubs throughout Slough. Where external facilitation or training is required, a relevant and robust procurement process is followed to secure the best expertise and value for public money.

¹ Senge, P: The Fifth Discipline 1990

² Aligned to the Council's Five Year Plan 2018-23

1.5 This policy should be read and applied in conjunction with the council's vision and values as set out in the *Five Year Plan 2018-23*; associated appraisal documentation for employees through this weblink: <http://insite/people/your-development/appraisals/>; and *the Academic Programme Policy* (June 2014) which highlights the funding process for employees to attain professional academic qualifications.

2. Scope

2.1 The aim of this policy and procedure is to provide a framework for the learning and development requirements of all Slough Borough Council employees. It sets out the requirements and associated support for those that work on a permanent basis as well as those who have temporary or sessional contracts.

2.2 This policy also indicates how we share learning resources to best effect with partners and in particular arvato and the Slough Children's Services Trust.

2.3 This policy does NOT apply to apprentices, volunteers, and employees working for contractors.

2.4 The Council has a Corporate Learning and Development Programme with a complementary Directory. The Directory is updated as training needs are reviewed (usually monthly), and is available to all Council employees via SBCinsite or in hard copy form, upon request, from the OD Team. Internal courses are usually free but employees are advised to check course information as there are occasions where the resource has been commissioned from a partner or external organisation, for which there will be charge to the relevant Council department. Fees also apply to the relevant department for late cancellations and non-attendance at courses.

2.5 Generally, the Council does not fund qualifications unless the study is critical to the post. The level of support will be at the discretion of the line manager with support and advice from the Head of Organisational Development, taking into account the terms set out in the Academic Programme Policy (2014). The policy also sets out study leave allocation.

2.6 Slough Borough Council intends to create a new Slough Academy in 2018-19 which will offer alternative funding opportunities for the development needs of employees and residents. The Academy will utilise the Apprenticeship Levy to do so. This policy will be updated accordingly.

3. Duties and Responsibilities

3.1 Responsibilities of the Individual Permanent Employee

3.1.1 All permanent employees are required to live their corporate values and take personal responsibility to ensure that they are skilled sufficiently to meet the demands of their role and associated duties. To do so, they are **required** to:

- Start the local induction process within **five working days** of their first day of employment at Slough Borough Council with their line manager, utilising the checklist available on SBCinsite. Please note that this checklist will be available on the Agresso HR System in 2018-19.

- Actively register on the Council's Learning Management System (LMS) - known as Learning Pool – within **five working days** of their first day of employment to enable access to e-learning modules and booking courses. To get a Learning Pool login, email training@slough.gov.uk with your request. An employee should also familiarise themselves with Learning Pool's functionality including the self-help manuals; training inbox; and with the learning and development pages on SBCinsite: <http://insite/people/your-development/training/>
- Attend Corporate Induction within **two months** of their first day of employment at the Council. Corporate Induction dates are featured in the Corporate Learning and Development Programme Directory - <http://insite/people/your-development/training/>
- Complete classroom and e-learning mandatory training in accordance with their probationary period, job role and service responsibilities within **six months** of their first day of employment at the Council. This training is specified in the Foundation Mandatory Training Schedule and featured in the Corporate Learning and Development Programme Directory - <http://insite/people/your-development/training/> This schedule is approved and updated annually by the Corporate Management Team (CMT) and includes requirements around refresher training for employees.
- Actively seek development to meet the requirements of the job role including required competencies (both as line manager and employee, where relevant) and to contribute to the continuous improvement of their service.
- Attend **1:1 meetings** with their line manager and undertake for their direct reports at **least every six weeks**.
- Attend a **six-monthly review** meeting and **annual appraisal**. The appraisal is a key milestone in regular supervision meetings as it is an opportunity for an employee and their manager to review achievements and identify the required knowledge, skills and ability to do a job effectively and the areas where further development is possible. The appraisal form is available currently on SBCinsite via this link: <http://insite/people/your-development/appraisals/>. A new appraisal module will be featured on the Agresso HR System in 2019. All Personal Development Plans are reviewed by the Organisational Development Team on an annual basis to create a corporate Training Needs Analysis.
- Attend **probationary** period meetings. In the first **six months** of employment, an employee is also required to undergo a probationary period. The period of probationary service provides a formal opportunity for managers to review the progress of new employees and to assess their suitability for the post to which they have been appointed. For more information, please see SBCinsite weblink here: <http://insite/people/your-development/probation/>. All permanent employees who have completed successfully their **probationary** period may apply for study leave and funding in line with the *Academic Programme Policy (2014)*.
- Take advantage of any learning opportunities which are provided corporately and are appropriate to their development, as well as attend those learning opportunities as set

out in their Personal Development Plan. This includes selective learning methods such as work buddying, mentoring, coaching, action learning sets and job shadowing. Such training is to be completed within working hours and in agreement with your line manager. Details of these can be found in the Corporate Learning Directory via this link: <http://insite/people/your-development/training/>

- Be mindful to attend any learning opportunities which are provided or arranged by the Organisational Development Team. This includes Corporate Induction. It is the responsibility of the employee to ensure that they arrive at the training session at least 10 minutes before it starts and to attend the whole session. Failure to complete the whole session will be recorded as non-attendance unless prior notification has been made to the Organisational Development Team.
- Failure to notify the Organisational Development of non-attendance will incur a departmental fine of £75 per absentee. The fine may be larger if an external course incurs more cost. This is subject to evidence that the employee's failure to attend was related to sickness, bereavement or family/dependent emergency. If an employee fails to attend due to a service need, the line manager should notify the Organisational Development Team **at least 12 hours** in advance.
- Maintain their professional registration or membership where applicable. Employees should refer to their employment contracts for the available financial support for such registration or membership.
- Record attendance and performance, where appropriate, at any learning event in six-monthly review and/or annual appraisals to demonstrate compliance.

3.2 Responsibilities of the Individual Temporary Employee who has been appointed for three months or more

3.2.1 All temporary employees – agency and those who are acting up into a post on a fixed term basis - are required to live their corporate values and take personal responsibility to ensure that they are skilled sufficiently to meet the demands of their role and associated duties. To do so, they are **required** to:

- Start the local induction process within **five working days** of their first day of temporary employment at Slough Borough Council with their line manager, utilising the checklist available on SBCInsite.
- Actively register on the Council's Learning Management System (LMS) - known as Learning Pool – within **five working days** of their first day of employment to enable access to e-learning modules and booking courses. To get a Learning Pool login, email training@slough.gov.uk with your request. An employee should also familiarise themselves with Learning Pool's functionality including the self-help manuals; training inbox; and with the learning and development pages on SBCInsite: <http://insite/people/your-development/training/>
- Attend Corporate Induction within **two months** of their first day of employment at the Council if they are contracted to work for more than three months at the Council. The

dates of Corporate Induction are featured in the Corporate Learning and Development Programme Directory - <http://insite/people/your-development/training/> . If an employee's contract is three months or less, their line manager should seek advice from the Organisational Development Team about whether the requirement of attending Corporate Induction is beneficial to the employee and the service. If an employee's contract is less than three months initially but is extended, they should attend Corporate Induction at the next available opportunity.

- If an employee's contract is more than three months, or is extended, they should complete classroom and e-learning mandatory training within six months of their first contractual day in accordance with their probation period, job role and service responsibilities as specified in the Foundation Mandatory Training Schedule, and as featured in the Corporate Learning and Development Programme Directory - <http://insite/people/your-development/training/> This schedule is approved and updated annually by the Corporate Management Team (CMT) and includes requirements around refresher training for employees. If an employee's contract is three months or less, their line manager should seek advice from the Organisational Development Team about the most valuable elements of the mandatory training requirements to the employee and their service and their previous mandatory training experience. This will be determined on a case-by-case basis.
- Actively seek development to meet the requirements of the job role including required competencies (both as line manager and employee, where relevant) and to contribute to the continuous improvement of their service.
- Attend **1:1 meetings** with their line manager and their direct reports at least **six weekly**.
- Subject to the length of their contract, attend a **six-monthly review** meeting and **annual appraisal**. The appraisal is a key milestone in your regular supervision meetings as it is an opportunity for the employee and their manager to review achievements and identify the required knowledge, skills and ability to do a job effectively and the areas where further development is possible. The appraisal form is available currently on SBCinsite via this link: <http://insite/people/your-development/appraisals/>. A new appraisal module will be featured on the Agresso HR System from April 2018. All Personal Development Plans are reviewed by the Organisational Development Team on an annual basis to create a corporate Training Needs Analysis.
- Take advantage of any learning opportunities which are provided corporately and are appropriate to their development, as well as attend those learning opportunities as set out in their Personal Development Plan. This includes selective learning methods such as work buddying, mentoring, coaching, action learning sets and job shadowing. Details of these are featured in the Corporate Learning Directory via this link: <http://insite/people/your-development/training/>
- Maintain their professional registration or membership where applicable. Temporary employees are required to self-fund their registration or membership, unless otherwise stated in their contractual terms.

- Record attendance and performance, where appropriate, at any learning event in six-monthly review and/or annual appraisals to demonstrate compliance.

3.3 Responsibilities of the Individual Sessional Workers/Tutors (through letter of engagement)

3.3.1 All sessional employees are required to live their corporate values and take personal responsibility to ensure that they are skilled sufficiently to meet the demands of their role and associated duties. **Due to the nature of their working patterns, the Head of Organisational Development will liaise with line managers whose employees who work an 'as and when' basis to consider the responsibilities as outlined below. In some cases, adjustments will need to be made to ensure best use of time for these employees in line with their letters of engagement.**

- Sessional workers/tutors and their managers should review the local induction checklist together as soon as the employee has been asked to do a shift or in advance, if feasible.
- Actively register on the Council's Learning Management System (LMS) - known as Learning Pool – to enable access to e-learning modules and booking courses. To get a login, email training@slough.gov.uk with your request. An employee should also familiarise themselves with Learning Pool's functionality including the self-help manuals; training inbox; and with the learning and development pages on SBCInsite: <http://insite/people/your-development/training/>
- Classroom training and the time commitment can be challenging for 'as and when' employees so managers of these employees should discuss exemptions with the Head of Organisational Development.
- Actively seek development to meet the requirements of the job role including required competencies (both as line manager and employee, where relevant) and to contribute to the continuous improvement of their service.
- Subject to their contractual terms and actual shift, sessional worker/tutors need to consider how they manage the probation period, annual appraisals and 1:1 meetings with their line manager.
- Maintain their professional registration or membership where applicable. Sessional workers/tutors are required to self-fund their registration or membership, unless otherwise stated in their contractual terms.
- Record attendance and performance, where appropriate, at any learning event as part of their development programme.

3.4 Study Leave

- 3.3.1 The vast majority of learning opportunities take place outside of formal programmes of study. For the purposes of this policy, work based or on-the-job development, such as coaching, mentoring, shadowing, reflective practice, are not included in the study leave allocation for time off. These should be planned activities agreed between the line manager and employee so that the employee can manage their workload within core working hours; there is minimum impact on service delivery; and there is equity of access for all employees.
- 3.1.4 Where study leave of half a day or more is required to attend a conference/seminar or other form of learning event, all employees should seek permission to attend from their line manager. Study leave should be recorded as such on the employee's annual leave record on the Agresso HR System. For longer periods of study leave, employees should refer to the *Academic Programme Policy* for guidance.

3.5 Employee Compliance

- 3.4.1 The Organisational Development Team holds a record of every employee's compliance with the lifecycle requirements as listed in sections **3.1** and **3.2** from local induction through to ongoing learning and development. These records - known as **individual learning accounts** - are available upon request to any employee who wishes to see their own record and to any manager who wishes to see the records of their team members. These records are updated monthly and numeric versions are provided monthly to Directorate Management Teams and quarterly to the Corporate Management Team (or more frequently if required). This is to assure the Council that it is meeting its statutory and legal requirements in terms of learning and development. The records are also shared for auditing and inspection purposes when required. These individual learning accounts will be transferred to the Agresso HR System for self-view in 2018-19.

3.6 Responsibilities of the Line Manager

- 3.6.1 It is the responsibility of line managers, in discussion with their employees, to identify and agree appropriate learning opportunities and to facilitate the arrangements to allow employees to take advantage of these. Learning and development needs should be discussed during the annual appraisal utilising the Personal Development Plan template – see <http://insite/people/your-development/appraisals/> Learning and development needs may also be identified in regular supervision/1:1s discussions between managers and employees; as a result of capability issues; and to support service development/change or to achieve new initiatives/targets.
- 3.6.2 Line managers should:
- Familiarise themselves with this Learning and Development Policy and supports its implementation throughout the Council.

- Take personal responsibility to be a role model to their team in their performance and behaviour by completing the requirements set out in sections **3.1** or **3.2** of this policy, dependent upon role.
- Have an understanding of their employee/s job tasks and key responsibilities and how they contribute to the Council's Five Year Plan and values - [our refreshed values](#) - and the 'golden thread' to service plans, budget setting and team and individual objectives.
- Identify, support and plan the requirements for their permanent and/or temporary employees as set out in sections **3.1** and **3.2** of this policy.
- Review the **individual learning accounts** shared monthly and support their employees to comply with the requirements as set out in sections **3.1** and **3.2** of this policy whichever is relevant.
- Advise the Organisational Development Team of any updates/amendments to be made to the **individual learning accounts** as and when changes arise.
- Ensure that learning opportunities are accessible equitably for members of their team and most especially to their employees who are not office-based and do not have regular access to a PC. This policy will be updated in line with the implementation of the Smart Working Policy.
- At each annual appraisal, line managers should ask their employees to provide evidence of their compliance with the requirements set out in sections **3.1** and **3.2 whichever is relevant**. Line managers should take personal responsibility to support their employees to complete their Mandatory Training requirements by the corporate deadlines advised by the Organisational Development Team on behalf of the Corporate Management Team. It is recognised that there are occasions where such corporate deadlines are missed due to sickness and bereavement or family/dependent emergency. The line manager should seek advice from the Head of Organisational Development in respect of such incidences to avoid inaccurate employee compliance reporting.
- Ensure there is adequate service cover whilst an employee/s is/are attending a learning event or has study leave.
- Record an employee's attendance at any learning event in six-monthly reviews and/or annual appraisals to demonstrate compliance.
- Investigate and take appropriate action if notified that an employee is unable to or fails to attend any learning opportunities which are provided or arranged by the Organisational Development Team. This includes Corporate Induction. Failure by the employee to notify the Organisational Development of non-attendance will incur a departmental fine of £75 per absentee. The fine may be larger if an external course incurs more cost. This is subject to evidence that the employee's failure to attend was related to sickness, bereavement or family/dependent emergency. If an employee fails to attend due to a service need, the line manager should notify the Organisational Development Team **at least 12 hours** in advance.

- Ensure that learning activities are reviewed and that employees are supported to transfer their learning to the workplace including disseminating learning to colleagues, where appropriate.

3.7 Responsibilities of the Senior Leadership Team

3.7.1 In addition to line management responsibilities, the Senior Leadership Team - comprising the CEO, Directors and Service Leads - has the leadership responsibility to:

- Review, at least annually (following service planning and appraisal season), a Training Needs Analysis (TNA) plan for their service with support from the OD Team; and
- Approve study leave and relevant funding for programmes in line with the principles identified in the *Academic Programme Policy*.

3.8 Responsibilities of the Organisational Development Team

3.7.1 The Organisational Development Team will:

- Diagnose and co-create learning opportunities for employees in response to organisational, team and individual needs. Such needs will be based upon priorities aligned with the Council's vision and values and to meet economies of scale and value for money. In support of this, an annual council-wide Training Needs Analysis (TNA) will be completed alongside the appraisal process. Where these requirements cannot be met by the service and its budget, alternatives will be sought through discussion between the requester and the Head of Organisational Development.
- Provide appropriate support and guidance to both internal and external facilitators and trainers, including adherence to the corporate values.
- Inform managers of any employee's non-attendance of a learning event and provide support for investigation of absence.
- Lead and review the Corporate Induction to ensure it is robust to meet new employees' needs and ensure it aligns with corporate vision and national and local impact upon Council business.
- Review the local induction checklist bi-annually (March and September each year) in line with operational needs; and the Signposting and Lonely Planet Guides for Corporate Induction every two months.
- Actively support inductees with their logins to the Council's Learning Management System (LMS) - known as Learning Pool - and enable and assist all users to manage the system effectively to complete their e-learning modules and/or book on courses. This includes the necessary procurement and account management of the LMS.

- Actively seek user views on the content and relevance of the all the learning opportunities outlined in the Corporate Directory: <http://insite/people/your-development/training/>
- Actively seek and evaluate delegate views on all learning opportunities and record employees' attendance.
- Provide timely reports to the Corporate Management Team (CMT), and Directorate/Senior Management Teams (DMTs/SMTs) in relation to compliance, complaints and compliments on the corporate Training Needs Analysis (TNA) plan. Take responsibility for action, where required.
- Advise and support good practice in terms of regular 1:1s between line managers and their employees and contribute to the regular review of the annual appraisal process.
- Maintain a database of learning opportunities and providers and actively seek learning opportunities using a plethora of tools and techniques (appreciating all learning styles) to meet the needs of customers and partner organisations.
- Publish marketing and advertising materials which are relevant for learning and development opportunities.
- Monitor and evaluate quality and value for money for any commissioned courses and ensure that our internal facilitators and trainers are supported effectively to deliver the best quality courses.
- Provide information, advice and guidance to employees to support personal and professional development needs.
- Oversee and provide guidance on the corporate training budget and advise on requests for study leave and funding to the Corporate Consultative Forum.
- Provide half-year validation reviews (March and September) to the Employment and Appeals Committee in relation to adherence to this policy and the learning and development activities provided to council employees.

4. Financial Monitoring

- 4.1** Line managers and their employees should always consider in-house provision before applying for external courses where the learning goals are comparable. The Organisational Development Team can offer advice and support for such comparisons. This is particularly relevant when a comparative training need is identified by a sufficient number of employees through their Personal Development Plans and it makes finance sense to seek value for money based upon economies of scale/training provider offers for group training.
- 4.2** Where external training provision is sought, the Council will consider either full or partial funding or support for eligible employees where the non-accredited course or learning event

is directly relevant to the employee's current role and provide identifiable benefits to the service/corporate need. Where a programme of study is primarily for career or personal development it is highly unlikely that the Council will be able to offer financial support.

4.3 The Corporate Training Budget is held by the Head of Organisational Development to provide:

- 4.3.1 Centrally commissioned programmes in line with Council priorities including Corporate Induction and other learning programmes specified in the corporate Training Needs Analysis (TNA) Plan.
- 4.3.2 A development programme to support all Council members. This programme is developed in conjunction with all members at the start of each financial year. Any further funding required is subject to the agreement of the Commissioner who holds the portfolio. The Commissioner also considers any individual member requests for learning and development on a case-by-case basis through the members' performance management framework.

5. Approval and Ratification

This policy is subject to approval and ratification in the sign off by the Employment and Appeals Committee.

6. Dissemination and Implementation

Once ratified, the policy will be available on SBCinsite and managers will be notified via the Council's internal communications channels.

7. Review and Revision Arrangements

This policy will be implemented through the People (SMT) Service Plan and monitored by the Employment and Appeals Committee on a half-yearly basis. It will be reviewed annually.

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 11th April 2018

CONTACT OFFICER: Surjit Nagra, Service Lead, People

AUTHORS: Jules Potter, Head of Organisational Development

WARD(S): All

**PART I
FOR INFORMATION****ACTIONS SPEAK LOUDER... PROGRAMME INTERIM UPDATE****1 Purpose of Report**

To provide an interim update on the *Actions Speak Louder...* mandatory training programme as we approach the sustainability stage following extensive all-employee training. The final workshop for employees was held on March 29.

This committee was briefed in October 2017 at the outset of the training workshops. Members will recall that The Garnett Foundation was commissioned to deliver the programme.

This programme is aligned with the Five Year Plan 2018-23 which states: *We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job. Being clear about our values and behaviours means we can support our staff who want to continue to make a positive difference in their services to improve the lives of people in Slough.*

2 Recommendation(s)/Proposed Action

The Committee is requested to resolve:

- (a) That the interim update on the Actions Speak Louder... programme be noted.
- (b) That it be noted that the Garnett Foundation's professional actors will be performing a short sketch at the staff conference on April 26 to demonstrate the impact of changed behaviour on others.

3 Supporting Information

The Garnett Foundation - <http://www.thegarnettfoundation.com/> - are leaders in their field of transforming work performance by creating powerful experiential learning programme using live theatre-based training.

This was a new way of learning for employees and members at Slough Borough Council, which commissioned the following learning outcomes:

- To drive positive culture and behavioural change;

- To address unacceptable behaviour and language;
- To promote better working relationships and practices leading to better service outcomes;
- To promote an inclusive culture and share the benefits of diversity for all;
- To promote leaders as role models; and
- To stimulate a passion for 'going the extra mile'.

4 **Programme Progress**

Following three intensive days of research, which included employee focus groups and interviews with leaders, a script was designed for the training to be performed by professional actors who portrayed the reality of life at SBC through drama-based scenarios.

For the purposes of our 35 workshops for employees, the actors took on the roles of an apprentice, employee, junior manager and senior manager. Workshop delegates had the opportunity to watch and reflect as the scenes unfolded and contribute their thoughts and ideas on the impact of good and poor behaviour in the workplace; how to challenge poor behaviour; and to make suggestions to improve workplace situations through adherence to the values.

There was also a workshop created for the Senior Leadership Team and two workshops for councillors with relevant scenarios created to match their work practices.

These workshops ran from October 2017 – March 2018.

5 **Next steps**

Of the employees who attended a workshop, 98% of them fully or partly understood the importance of following the SBC values.

Early feedback in terms of leadership indicates:

- Accessibility of line management
- Frequency of 1:1s
- Quality and value of appraisals
- Challenging managers with unacceptable behaviours
- Managers asking for training
- Greater awareness of personal impact

Another theme highlighted at the workshops was inadequate communications and cross-working between council departments. The comments included:

- Actively exploring what other teams/departments are doing
- Out of date structure charts
- Missing employee photos on the intranet
- Attitudes to 'location status'
- The need for a shared culture including:
 - Eliminating blame
 - Encourage openness
 - Welcoming feedback.

The Garnett Foundation will be providing a more detailed report for discussion at a Corporate Management Team meeting in April which will inform an action plan.

Committee members will be updated further on the evaluation of the employee, senior leadership team and members' workshops at the next meeting.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

The final Actions Speak Louder... workshop for employees was held on March 29 and Members are asked to note this interim. A further update will be provided to the Committee at a later date on the more detailed evaluation of the programme.

8 **Appendices**

None.

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 11th April 2018

CONTACT OFFICER: Surjit Nagra, Service Lead - People
(For all enquiries) Ronald Dako, Project Manager Agresso Implementation

WARD(S): All

PART I
FOR INFORMATION**IMPLEMENTATION OF SELF SERVICE ELEMENTS OF THE FINANCIAL AND HUMAN RESOURCES SYSTEM - AGRESSO****1 Purpose of Report**

The purpose of the report is to provide members of this Committee with progress on the introduction of the self service function on the Financial and Human Resources System known as Agresso.

2 Recommendation(s)/Proposed Action

The Committee is requested to resolve that the update on the implementation of the Self Service elements of the Agresso system be noted.

3. Supporting Information**Background**

- 3.1 This committee has been advised previously on the work that was being undertaken to implement the self service functionality of the Finance and HR system – known as Agresso. This followed on from the implementation of the finance and procurement functionalities, which currently line managers, and staff involved in invoicing goods / services received, use.
- 3.2 The previous systems to Agresso had very little self-service functionality, which meant the systems could not provide timely information and involved a great deal of manual interpretation of data which made reports more prone to error.
- 3.3 The Agresso Project was commissioned in March 2015 and was scheduled to be launched in 2 phases as follows:
- The first phase of the Project was to deliver the Finance and Procurement element of the system which went live in early February 2016.

- The second phase of the Programme was to deliver Human Resources and Payroll. Payroll went live in September 2016 and HR Processes are to go live on 3rd April 2018 through the self service functionality.

- 3.4 The HR processes that have been automated and going live in April will be timesheets, expenses and absences. Staff will be able to enter these through the system and submit to their line managers for approval. Once the manager has approved the request it will go for processing to our external partners – arvato. This process will replace the manual paper processes, be in real time and will be able to report on any stage of the process.
- 3.5 Further, all staff will have access to their personal information on the system, which they have not had access to previously.. Staff will be encouraged to review their personal data and to take accountability and responsibility to ensure this data is accurate. In particular, they will be asked to check details such as home addresses, telephone numbers, ethnicity / diversity details to make sure they are correct..
- 3.6 The electronic payslips functionality will allow staff to access their payslips online - via the Agresso Portal. This functionality did go LIVE in February for senior managers to ensure this was tested and any anomalies ironed out.
- 3.7 As part of the launch extensive mandatory training for managers self service / staff self service has been provided for all staff, to ensure staff embrace and use the system. Quick cards which detail step by step instructions on how to book leave, claim expenses etc have been produced to support staff. There are over 70 User Champions who have been trained to support staff that may run into any difficulties. User Champions have undergone a deeper level of training of the systems. A dedicated email address and support website has also been set up whereby staff can request further assistance related to the system which will be manned by the Agresso Project team.
- 3.8 The system incorporates an automated resetting of passwords should employees forget their passwords.

Benefits of self-service

- 3.9 Introducing self-service has a number of benefits:
- quicker processing of leave and expenses requests,
 - no need to enter data multiple times or for Arvato to re-key data,
 - the system can aggregate the detailed lines to present the correct totals
 - staff can attach scanned receipts,
 - better information and reporting for managers,
 - all information in one place, and
 - joined up with financial data.

Wider Council Impact of the system

- 3.10 The implementation of the self service system will support the Council's transformation change programme including cultural change.
- 3.11 The system will facilitate developing different ways of working as there will be workflows and automation of manual and paper heavy functions which will mean that approvals, information and financial flows are streamlined and timescales reduced. Scanning and document management will enable the swift access of data to enable efficient use of the data for analysis, reporting and monitoring. A few examples include:
- annual leave will be requested and approved via the system
 - sickness recording will be processed at source via a manager and reports available to support management of sickness of employees
 - real time information will be available to managers to manage their teams
 - employees will be able to access their own personal data and make changes to their personal details i.e. change of address
 - payslips will be accessible to all employees through the system

Next steps for Implementation

- 3.12 Following the launch of self service, Service Lead – People will consider with colleagues what other processes can be streamlined and aligned with the system. For example, recording all appraisals and training needs on the system.
- 3.13 We are supporting Children's Trust with their implementation of the system and this is due to go live in June 2018.
- 3.14 All OD&HR policies, procedures and guidance documents will be streamlined and aligned with the system, and brought up-to-date in line with current employment legislation and best employment practice. The aim will be, in so far as it is possible to do so, that managers and staff will, in two to three years time, be able to use the policies, procedures and guidance, supported by the Agresso system, with minimum HR support.

4. Comments of Other Committees

This report has not been considered by any other committees.

5. Conclusion

The Committee is requested to note this update on the implementation of the self-service elements of the Agresso Finance and HR system.

6. Appendices

None.

This page is intentionally left blank

MEMBERS' ATTENDANCE RECORD 2017/2018

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	20/06/17	03/08/17	24/10/17	25/01/18	11/04/18
Sarfraz	P	Ap	P	P	
N Holledge	P	P	P	P	
Bains	Ap	P	P	Ab	
Bedi	P	P	P	P	
Brooker	P	P	P	P	
M Holledge	P	P	Ap		
Qaseem	Ab	Ap	Ab	P* (from 6.49pm)	
R Sandhu	P	P	Ap	P	
Sharif	P	P	P* (from 6.55pm)	Ab	
Swindlehurst				P* (from 6.35pm)	

P = Present for whole meeting
Ap = Apologies given

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

This page is intentionally left blank