

Date of issue: Thursday 7th June 2018

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Brooker (Chair), Chaudhry, B Bains, Bedi, N Holledge, Hussain, Sabah, Sarfraz and Smith)
DATE AND TIME:	TUESDAY, 19TH JUNE, 2018 AT 6.30 PM
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	CATHERINE MEEK 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.



NIGEL PALLACE
Interim Chief Executive

AGENDA

PART 1

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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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 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

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.

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|----|---|--------|
| 2. | Minutes of the Meeting held on 11 April and 17th May 2018 | 1 - 6 |
| 3. | Appointment of Sub Committees | 7 - 12 |

SERVICE IMPLEMENTATION ISSUES

- | | | |
|----|--|--------------|
| 4. | Temporary Agency Staff | To
Follow |
| 5. | Actions Speak Louder...Programme Action Plan | 13 - 16 |
| 6. | Slough Academy update | 17 - 20 |
| 7. | Progress on implementation of self service element of the financial and human resources system - Agresso | 21 - 30 |
| 8. | Attendance Record | 31 - 32 |
| 9. | Date of Next Meeting – 23 rd October 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.

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Employment & Appeals Committee – Meeting held on Wednesday, 11th April, 2018.

Present:- Councillors Sarfraz (Chair), N Holledge (Vice-Chair), Bedi, Brooker and Qaseem (from 7.04pm)

Apologies for Absence:- Councillor Swindlehurst

PART 1

34. Declarations of Interest

No declarations were made.

35. Minutes of the Meeting held on 25th January 2018

Resolved – That the minutes of the meeting held on 25th January 2018 be approved as a correct record.

36. Learning and Development Policy and Procedure

The Head of Organisational Development introduced a report that sought approval for a new Learning & Development Policy and Procedure for Council employees.

The policy aimed to make the Council an employer of choice to both assist employees reach their full potential and contribute to the achievement of the authority's strategic objectives. It had been developed following extension consultation with unions, managers and the Employee Engagement Forum. There was dual responsibility for the organisation to support employees with their learning needs and on staff to take personal responsibility for upskilling. The performance management process was outlined that included regular one-to-ones, six-month reviews and an annual appraisal that included a personal development plan for each employee that identified their training needs. The policy included fines to departments for staff who did not attend training as well as buddying and mentoring schemes to support employee development. National Learning at Work week would provide an opportunity to share and promote the policy widely across the Council.

Members discussed employee engagement and the issue of employees not attending booked training. Officers explained the steps that were taken to address such issues and the Committee emphasised the importance of engaging staff in the process. The mechanisms to gather feedback from training provided was raised and Members suggested using modern, digital and engaging ways to collate views and responses. Members welcomed the approach that was being taken and encouraged cross-departmental working, for example through buddying and mentoring, to break down perceived barriers in the Council.

Employment & Appeals Committee - 11.04.18

At the conclusion of the discussion, the Committee approved the new Learning and Development Policy and Procedure.

Resolved – That the Learning and Development Policy and Procedure, as at Appendix 1 to the report, be approved.

37. Actions Speak Louder... Programme - Interim Update

The Head of Organisational Development provided an interim update to the Committee on the Actions Speak Louder... mandatory training programme. All staff had been required to undertake the interactive sessions delivered by the Garnett Foundation and the last session had been held on 29th March.

Members asked about the staff response to the programme and it was noted that 98% of participants fully or partly understood the importance of following the SBC values. The initial feedback highlighted issues including the accessibility of line management, value of the appraisal system and cross working between Council departments. An evaluation of the programme would be undertaken to inform an action plan. It was agreed that the Committee would consider the action plan at the next meeting.

Resolved –

- (a) That the interim update on the Actions Speak Louder...programme be noted.
- (b) That the Committee receive a further report at the next meeting on the evaluation of the programme and the action plan.
- (c) That it be noted that the Garnett Foundation's professional actors would perform a short sketch at the staff conference on April 26 to demonstrate the impact of changed behaviour on others.

38. Temporary Agency Staff Progress on Implementation and Baseline Monitoring

The Committee received a report on temporary agency staff. It was noted that the full year figures to the end of March 2018 were not yet available and this would be provided at a later date.

Information previously requested by Members in relation to the number of placements exceeding two years in the Chief Executive's department was provided as was an initial analysis of the net cost of using agency staff against existing staffing budgets. It was estimated that agency costs were approximately 18% higher than they would have been if existing staff had been used although further detailed work would be needed to complete this analysis. Members were also reminded that agency staff were often the most appropriate option in a number of instances such as one off projects or to cover sick leave. The Committee noted the initial estimate of net costs and it

Employment & Appeals Committee - 11.04.18

was agreed that a more detailed analysis would be considered when the work had been completed.

Members also discussed the steps in place to continue to reduce spend on agency staff and it was responded that the right actions were in place across the Council, however, the figures could rise in future reports for reasons including the staffing model inherited by the Direct Services Organisation delivering the Environmental Services Contract where temporary cover was an important operational requirement.

At the conclusion of the discussion, the report was noted and it was agreed to receive further information on the Quarter 4 position and net cost in due course.

Resolved –

(a) That the update be noted.

(b) The further information be circulated on the Matrix placements to the Fourth Quarter of 2017-18 and the net cost of temporary agency staff.

39. Implementation of Self Service Elements of the Financial and Human Resources System - Agresso

The Service Lead, People introduced a report on the progress of the introduction of the self service function on the financial and human resources system known as Agresso.

The HR self service elements had gone 'live' for staff on 1st April 2018 and enabled employees to carry out a range of functions such as booking leave, submitting expenses, receiving payslips and reporting sickness through the online system. The benefits included reduced paperwork and processing costs, and the provision of real time information and management reports on a range of issues. There had been a significant investment in training for all staff to ensure the system was introduced as smoothly as possible and a range of resources were available to employees and managers to provide the necessary ongoing support.

(Councillor Qaseem joined the meeting)

The initial feedback from staff had been positive and the number of calls to the helpdesk was in line with expectations and was already reducing. In response to a question it was noted that only staff that had undertaken the training had been given access to the system. There had been some glitches identified during the first two weeks of implementation, which was to be expected, although the Committee was assured that the issues were being addressed and it was considered that the introduction had been successful overall. Phase 2 of the programme would include consideration of using online tools for other HR services such as appraisals and a further report would be brought to the Committee in the future.

Employment & Appeals Committee - 11.04.18

A Member queried the Council policy of providing VAT receipts for fuel when submitting mileage claims as practice varied in different organisations. The Service Lead People and Director of Finance & Resources agreed to take the necessary formal advice from to clarify the Council position and update Members accordingly.

Resolved –

- (a) That the update on the implementation of the self service elements of the Agresso system be noted.
- (b) That the Committee receive a report at a future meeting on Phase 2 of the HR elements of the Agresso system.

40. Members' Attendance Record

Resolved – That the Members' Attendance Record be noted.

41. Date of Next Meeting - 19th June 2018

The date of the next meeting was confirmed as 19th June 2018.

Chair

(Note: The Meeting opened at 6.32 pm and closed at 7.17 pm)

Employment & Appeals Committee – Meeting held on Thursday 17th May, 2018.

Present:- Councillors Brooker (Chair), B Bains, Bedi, Chaudhry, N Holledge, Hussain, Sabah, Sarfraz and Smith

PART 1

1. Declarations of Interest

None

2. Appointment of Appointments Sub Committee (Chief Executive)

The Committee considered a report seeking the appointment of the Appointments Sub Committee (Chief Executive). A decision was needed as the recruitment to the vacancy was underway.

The Committee discussed the appropriate size for the Sub Committee. A sub committee comprising 7 or 8 members was discussed and following debate a sub committee of eight was agreed. The Committee agreed (with no dissent) that places be allocated on the sub committee as follows:

Leader and Deputy Leader (or their nominees) – Labour Group
Leader and Deputy Leader (or their nominees) – Conservative Group
Chair of Employment and Appeals Committee
Three further Labour members.

Nominations for the seats were considered and agreed as:

Councillors Swindlehurst, Hussain, Strutton, R Bains, Brooker, Carter, Sarfraz and Sabah.

Resolved

- (a) That an Appointments Sub Committee (Chief Executive) be appointed to undertake the recruitment for the Council's Chief Executive currently in process and that the Sub Committee comprise eight seats allocated as above.
- (b) That the terms of reference of the Sub Committee be as asset out in paragraph 5.7 of the report.
- (c) That members be appointed to serve on the Sub Committee as set out above in accordance with the wishes expressed by political groups in respect of seats allocated to them.

3. Date of Next Meeting

19th June 2018

Chair

(Note: The Meeting opened at 8.10pm and closed at 8.25pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:** 19th June 2018

CONTACT OFFICER: Catherine Meek – Head of Democratic Services
(For all Enquiries) (01753) 875011

WARD(S): All

PART I
FOR DECISION

APPOINTMENT OF SUB-COMMITTEES

1. **Purpose of Report**

This report seeks the appointment of the Appeal Sub-Committee and Appointments Sub Committee and the allocation of seats on those sub committees.

2. **Recommendations**

The Committee is requested to resolve:-

- a) That the Appeals Sub-Committee and Appointments Sub Committee be appointed for the 2018/2019 Municipal Year
- b) That the terms of reference of the Sub Committees be as set out in Appendix A
- c) That seats be allocated to the Sub-Committees as shown in paragraph 5.1
- d) That Members be appointed to serve on the Sub-Committees in accordance with the wishes expressed by Political Groups in respect of seats allocated to them as set out in paragraph 5.1.

3. **The Joint Wellbeing Strategy, the JSNA and Five Year Plan**

There are no implications for the Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan 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 (Chief/Deputy Chief Officer) must include at least one Executive Member.

5 **Supporting Information**

Appointment of Sub-Committees

- 5.1 The Constitution provides for the Committee to appoint an Appeals Sub-Committee and Appointments 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	5 (+ 5 deputies)	4 (+4)	1 (+1)
Appointments (5)	5	4	1
Appointments (8)	8	6	2

- 5.2 The Committee will recall that the Appointments Sub Committee was appointed at a special meeting on 17th May 2018 as the post of Chief Executive is currently vacant and recruitment process underway. At the request of the Council, due to the importance of the recruitment to the Chief Executive post, the Sub Committee was increased from its normal five members to eight for that appointment.
- 5.3 Nominations have been sought from Political Groups and will be reported to the meeting.
- 5.4 The Appointments Sub Committee for appointments (other than the Chief Executive) comprises five members, appointed in accordance with the political proportionality of the Council. All five members are voting members of the sub committee and must have received appropriate training in recruitment and selection activities.
- 5.5 Previously members of the Sub Committee comprised of (subject to availability) the Leaders of the political groups, or their nominees and, where possible, but not as a requirement members serving on the Employment and Appeals Committee. The Sub Committee must include at least one member of the Cabinet.

Terms of Reference

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

6 **Appendix**

A - Terms of Reference

7 **Background Papers**

None

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 Service Lead Strategic Housing Services 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 Finance and Resources or Director of Place and Development or Service Leads 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.

Appointments Sub Committee

- 1 In accordance with the Officer Employment Procedure Rules to carry out the process for appointment and recommend to the Council the appointment of the Head of the Paid Service and Chief Executive, subject where appropriate to there being no well-founded objection by any member of the Executive.

Sub Committee to be increased to eight members for the appointment of the Chief Executive.

- 2 In accordance with the Officer Employment Procedure Rules to appoint chief officers and deputy chief officers, subject to there being no well founded objection by any member of the Executive.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 19th June 2018
CONTACT OFFICER: Surjit Nagra, Service Lead, People
AUTHORS: Jules Potter, Head of Organisational Development
WARD(S): All

PART 1
FOR INFORMATION

ACTIONS SPEAK LOUDER... PROGRAMME ACTION PLAN

1 **Purpose of Report**

Following the April interim update, this report sets out feedback and an action plan from the Actions Speak Louder...Programme.

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

Committee members are asked to:

- NOTE the recommendations set out in the action plan in this report and make any additional comments from their own experience of their Actions Speak Louder...workshops. The recommendations are intended to embed further the corporate values across the organisation.

3 **Supporting Information**

Members will recall that employees and councillors attended Actions Speak Louder...training workshops between October 2017 and March 2018.

This programme was aligned with the Five Year Plan 2018-23 which stated: *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.*

The Garnett Foundation was commissioned to deliver the programme and as leaders in their field of transforming work performance they created and delivered a powerful experiential learning programme using live drama-based training.

This was a new way of learning for employees and members at Slough Borough Council, with 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 **Recommendations for action**

From observations made at the workshops; live examples; and general feedback, The Garnett Foundation has compiled a report which sets out recommendations for action:

Leadership commitment – reinforcing a shared culture, values and learning	
<p>Participants' Feedback</p> <ul style="list-style-type: none"> • 95% of participants said they would commit to positive actions • 29% of employees would challenge anybody who is not following the values • How can we demonstrate good practice in living the values • Inaccessible or distant line managers • How can employees feel more valued • Explore ways of celebrating success and work on team motivation • Expectation of role modelling by leaders • Improve communication between and across services – provide more opportunities for meeting other employees and encourage 'shared knowledge' • Ensure the values are known and embedded with all new employees and reiterate the training outputs with current employees • Inconsistency when offering employee training, some individuals always seem to miss out 	<p>Actions:</p> <ol style="list-style-type: none"> 1. To facilitate sessions with managers and their teams to explore: <ul style="list-style-type: none"> • how they can build on their commitments from the training workshops already held • who are the 71% that would not be challenged – is it managers, other departments or teams? • how to address specific issues on language, behaviour, dealing with customers, managing upwards • how we can be role models for each other by 'living' our values consistently in the workplace 2. Be creative in how we share good practice through: <ul style="list-style-type: none"> • listing behaviours that underpin and also undermine each value and communicate to employees and councillors and clarify lines of acceptability. <i>We have a corporate values booklet which will be updated accordingly.</i> • utilising appraisals and 1:1s for discussions around how employees can and do live the values. <i>The appraisal form 2018 has been updated to include a values section.</i> • creating visuals/displays/articles, such as posters featuring the characters from the Actions Speak Louder...workshops to remind participants of actions they can take themselves to promote 'living' the values

	<ul style="list-style-type: none">• generating values-based behaviours in our new employees through induction training
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5 **Next steps**

Subject to Corporate Management Team approval, the Council will implement the next steps in the Actions Speak Louder...programme by working with teams across the organisation to embed further how each employee can live their values consistently for the benefit of Slough through better service to their customers.

Committee members will be updated further on progress at regular intervals.

Ends.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 19th June 2018
CONTACT OFFICER: Surjit Nagra, Service Lead, People
AUTHORS: Sarah Trahearn, Project Manager
WARD(S): All

PART 1
FOR INFORMATION

SLOUGH ACADEMY UPDATE

1 **Purpose of Report**

The purpose of this report is to update this Committee regarding the new Operating Model to deliver the Council's Apprenticeship Scheme through 'The Slough Academy'. This will deliver the overall objective to achieve Continuous Professional Development for our workforce.

The report also highlights the key drivers behind the new Operating Model and illustrates the benefits for our workforce and Slough's residents.

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

The Committee is requested to note the changes highlighted within this report.

3 **Supporting Information**

3.1 Current Apprenticeship Scheme

3.1.1 The current scheme focuses on 16 - 19 year olds who are engaged on a one year fixed term contract, taking them through a 12 month Level 2 Business Administration training programme. Apprentices perform two rotations in two different Service Areas to gain insights into every-day working life and a high-level understanding of those Services.

3.1.2 Simultaneously, Apprentices complete work-based course work to provide a broad understanding of standard working practises. Basic English and Maths tuition is included if not yet achieved. If successfully completed, Apprentices achieve a GCSE standard in Business Administration.

3.1.3 On completion of the training programme, the Apprentice's one year Apprenticeship contract is concluded and they are able to apply for vacant roles within the Council. If successful, they are employed by the Council on a standard employee contract for their new role. If unsuccessful, they are supported to find alternative employment within Slough or go onto further education.

3.1.4 The advantages of this approach are that it provides entry level opportunity for young people to join the workforce and underpins the Council's commitment to give them the best start and opportunities for positive lives as described in our Five Year Plan.

3.1.5 The limitations of this scheme are that it only focuses on one Training Programme at one level, with one audience for one year. It does not guarantee the opportunity to progress further within the Council unless successful for new roles and therefore future employment is speculative potentially allowing talent to escape from Slough. This scheme also does not focus on professional development. Its generalist nature does not encourage Apprentices to consider and work towards long term career goals and ambitions which Slough Borough Council could support and benefit from. The scheme is not business need driven.

3.2 The National Context

3.2.1 The Apprenticeship Reforms of 2016 and the introduction of the Apprenticeship Levy in 2017 are aimed at upskilling the national workforce to enable us to compete in global markets particularly after Brexit.

3.2.2 With employers now focusing on the skills and competencies they need their workforce to develop to respond to future commercial challenges, the range of work-based training programmes has expanded dramatically and is now available to all ages and can be undertaken by both existing staff and new staff. The new training programmes are profession and role based and created by groups of employers from within each sector to ensure the correct range and depth of skills and competencies required.

3.2.3 The training programmes are funded by the Apprenticeship Levy which relieves employers of the traditional budget constraints associated with upskilling and allows them to focus on how best to take advantage of the schemes.

3.2.4 The minimum Levy investment per individual ranges from £1,500 for a 12 month programme up to £27,000 for 60 months. Qualifications range from GCSE and A level equivalents to degrees. For some, this could mean 'degrees for free', no student debt and earning income whilst learning without having to leave Slough.

3.2.5 Public Sector bodies have an annual 2.3% target for training programme 'new starts' to contribute to the overall national target of 3 million Apprentices by March 2021.

3.3 The Slough Context

3.3.1 Slough Borough Council is ambitious to take full advantage of the opportunities offered by the national upskilling programme to develop its workforce and benefit Slough residents.

- 3.3.2 The Slough Academy is the Council's workforce development initiative aimed at establishing the principle of Continuous Professional Development within the Council. The Slough Academy is implementing these changes as Phase 1 of the project.
- 3.3.3 A detailed exercise has been conducted creating 'Development Pathways' mapping Levy funded training programmes to the professions and roles within the Council to support the development of key skills and competencies required to achieve the outcomes of the Five Year Plan.
- 3.3.4 The volume and timing of the required programmes has been identified together with the balance between developing existing staff through 'Sponsored Qualifications' and attracting new staff as Apprentices. Slough's planned volume of 'new starts' for the training programmes is directly aligned to illustrate our steps towards the trajectory of achieving our 2.3% target for which official and public reporting commences in September 2018.
- 3.3.5 The fundamental underpinning aim of this approach is to 'grow our own' talent to replace expensive Agency staff and deliver the best services for Slough residents. We want to invest in our staff, keep them and watch them flourish as we support them to achieve our outcomes.

3.4 The new enhanced Apprenticeship Scheme

- 3.4.1 As a Council, we want to take maximum advantage of the opportunities presented by the Reforms and play our part in meeting the 2.3% target. Therefore contributing to the national upskilling programme at a local level to develop the skills and competencies we need to deliver the best services for Slough residents.
- 3.4.2 So far, 17 professions and 21 training programmes have been identified ranging from level 2 (GCSE equivalent) to level 7 (Master's degree) with durations varying from 12 months to 60 months. Some programmes have been combined to create more advanced Apprenticeships and capitalise on the 'grow your own' opportunities they present which means some Apprenticeships are up to 5.5 years long.
- 3.4.3 The impact of greater variety and increased training durations coincides with the change in Apprentice employment legislation aiming to provide Apprentices with greater employment security and increased employee rights aligned with the rest of the workforce. SBC will no longer be issuing fixed term contracts to Apprentices. Instead their offer of employment will be an 'Apprentice friendly' version of our standard employment contract including a six-month probation period as for all other employees.

3.4.4 Because the training programmes are profession and role based, Apprentices will be recruited by each Directorate and Service Area in the same way as non-Apprentices following our standard recruitment policies.

They will be managed individually by the relevant Line Manager and have Job Descriptions defining their job and the role they are learning to perform. Once training is completed, they will be able to apply for any vacant posts which are available at that time.

The new approach provides an opportunity for the Council to help support reducing the town's skills gaps by being an exemplar authority in 'growing and developing our own talent' to meet business need. This initiative will support our priorities of reducing the numbers of agency staff as well as alleviate a number of recruitment problems going forward.

4 **Conclusion**

The Apprenticeship Reforms and Levy provide the framework and funding to enhance our current Apprenticeship Scheme and support future workforce development initiatives. These enhancements address two of our outcomes in the Five Year Plan and make a direct contribution to the reduction of Agency spend through our 'grow our own' philosophy. Therefore, the enhancements will enable us to meet the targets, support our workforce development ambitions and promote our commitments to Slough residents.

The Committee will be updated further on progress at regular intervals.

5 **Appendices Attached**

None

6 **Background Papers**

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 19th June 2018

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

WARD(S): All

PART 1

FOR INFORMATION

**PROGRESS ON 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 on progress following the introduction of the self service function on the Financial and Human Resources System (Agresso) and to present an example of a report on the workforce profile from the system.

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

The Committee is requested to note the contents of this report.

3. **Supporting Information**

Background

This committee was advised in April that the self service functionality of the Agresso system went live across the organisation on 3rd April. This followed the previous implementation of the finance, procurement and payroll functions within the system.

Staff are now entering their timesheets, expenses and absences directly onto the system for line management approval. Once approved the information is processed automatically by the system (e.g. the calculation of maternity and sick pay). Arvato staff are no more required to manually re-key the timesheets, expenses and absences into the system. Arvato do spot checks and complete the month end payroll process. The need for manual paper processes are being phased out.

Staff are also accessing their personal information on the system. They are being encouraged to ensure it is correct and up to date and where there are blanks in their records, for example diversity and emergency contact information, and they are requested to insert the relevant details.

The electronic payslips functionality is fully operational and we will be shortly commencing the phasing out of paper payslips. There are some service areas which will continue to receive paper payslips, for example - the Environmental Staff who do not have access to computers.

The Go-Live process was a big 'culture' change for staff. Despite the numerous types of training staff received, many still had questions and required assistance after the Go-Live. A professional helpdesk software package called **Freshdesk** was implemented by the project team to assist with logging, managing, and responding to these calls/tickets.

Freshdesk has enabled the Agresso Project Team to assist every member of staff who had logged a ticket for assistance, in a timely and professional manner.

Aside managing tickets, Freshdesk is a knowledge base for **Quick cards** and **How to Guides** for Agresso. These are short guides to assist staff with completing specific tasks within Agresso.

Current Activities

The Agresso Project team have been working on supporting the Children's Trust with their implementation of self service for their staff. The go live date for the CTS is 18th June, 2018.

People Services have arranged for '**Train the Trainer**' training for all HR staff and user champions. This will ensure we have resilience for any future training needs and support required internally for staff.

An e-learning module has been developed and is operational for all new starters, which forms part of the mandatory suite of courses they must complete as part of their induction. This module will need to be completed before access to the Agresso system is provided.

Preparation of Phase 2 activities are being planned to further increase efficiencies i.e.

- a) Re-aligning the service specification of transactional HR of the arvato contract – as many processes have been automated.
- b) Further work is continuing to see where we can carve out further efficiencies to processes.

The Agresso Project team are building standard reports which will be used to address issues related to the service and/or teams, and reports for CMT and DMT i.e. on compliance of completion of mandatory training programmes.

Committee is presented with a sample of **Workforce Diversity reports** produced automatically from the Agresso. Reports like this will be available to managers and Service Leads and the HR department to generate.

Wider Council Impact of the system

It was reported in April that the implementation of the self service system will support the Council's transformation change programme including cultural change. To date, we can confirm that we have seen evidence of this as staff are now processing their data through the system. The approvals are automated for all the above processes mentioned which mean that the requests are processed in a timely fashion. There is a reduction of time and paper. There is a greater number of staff that are now enlisted onto the SBC network who did not have access to the system. This will increase the IT proficiency for a greater number of staff who are being supported through the new ways of processing using electronic means.

Satellite sites have also been linked up to the central systems and therefore expanding the reach.

Next steps for Implementation

The next important step in Phase 2 of Agresso is the upgrade of the software to Version 7. It was necessary to Go Live with the same Agresso version as the already live Finance & Payroll system, which is Version 5.

This Version 7 upgrade will:

- enable the system to be supported by Unit4 till 2020.
- Introduce front-end entry screens which are much more user friendly.
- Combined with infrastructure changes, will enable managers to approve workflow tasks on their mobile phones and tablets and from home.
- The Mobile workforce will be able to enter mileage and expenses directly into the system, immediately after visiting a client, via their mobile phones or tablets.

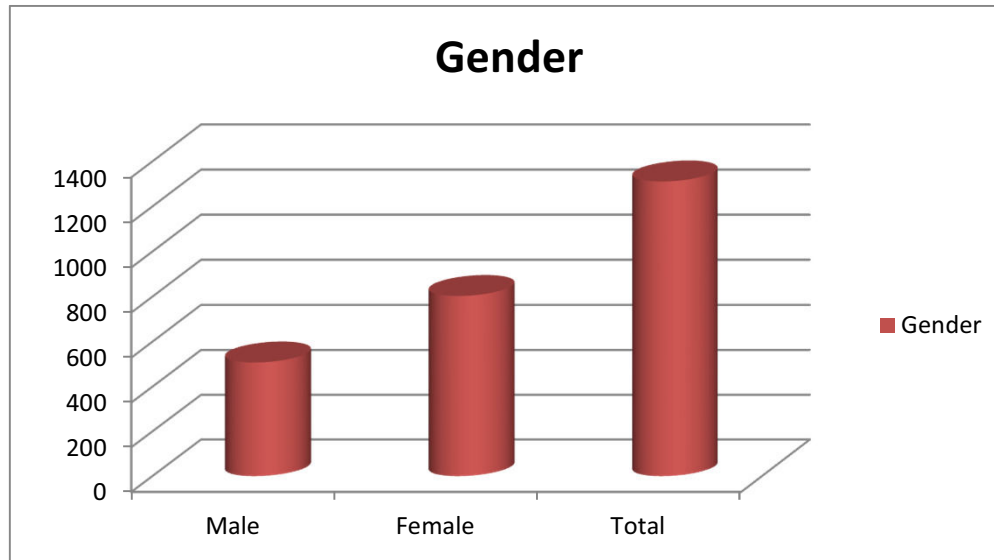
Phase 2 also has a long list of new modules and HR processes which are currently being discussed as to the priority order of implementation. For example these include:

Direct Debits (Finance)
Fixed Assets (Finance)
Possibility to register Volunteers in Agresso
Probation Module
Appraisals and one to one supervision recording
Disciplinary, Grievance and capability processes
New starter Process
Training Module
Single Sign-on
Payroll re-design and re-alignment
Matrix interface with Agresso

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1. Workforce by Gender

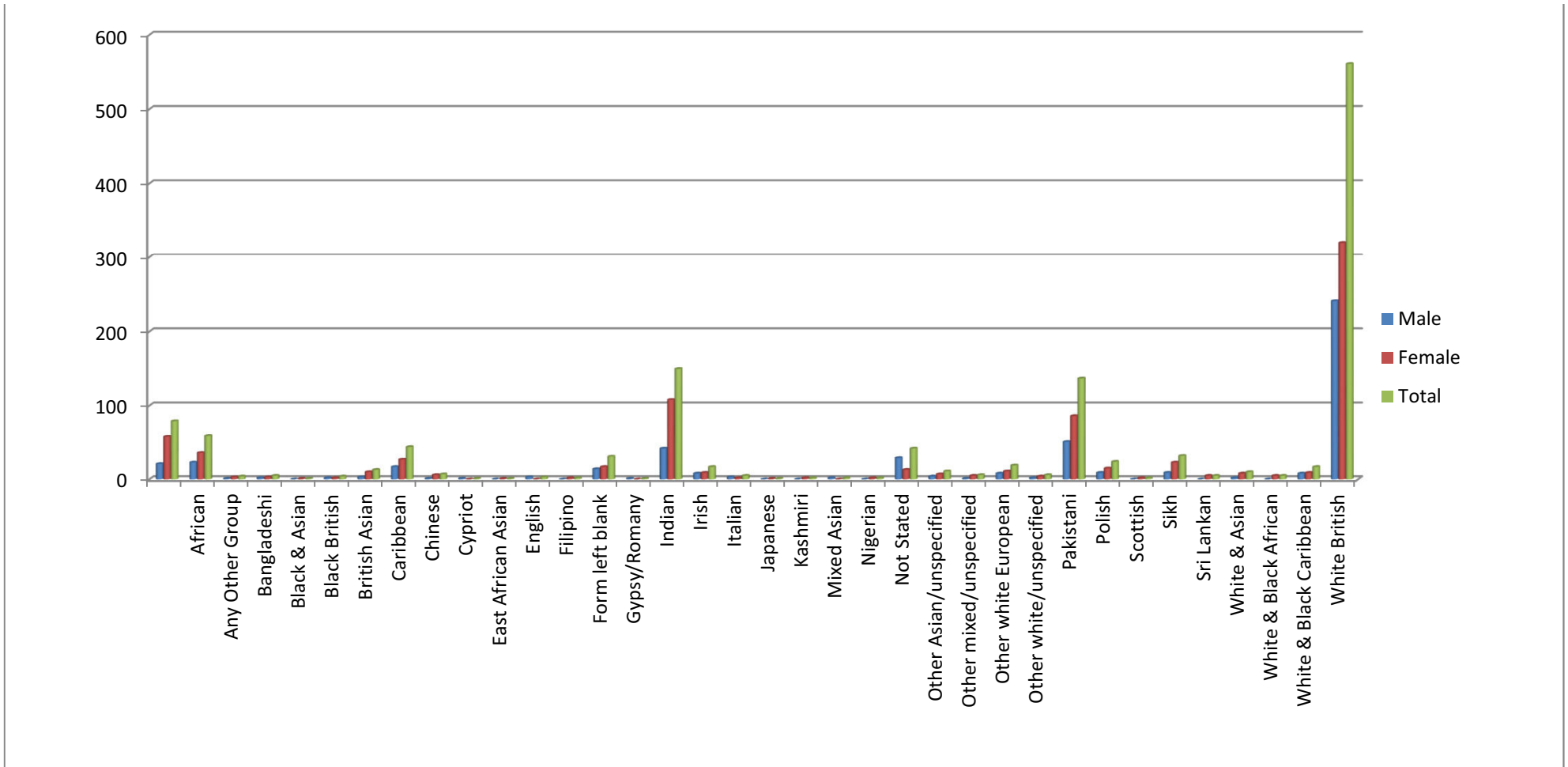
Male	Female	Total
508	803	1311



2. Workforce by Ethnicity & Gender

	Male	Female	Total
	21	58	79
African	23	36	59
Any Other	1	3	4
Bangladesh	2	3	5
Black & Asi	0	1	1

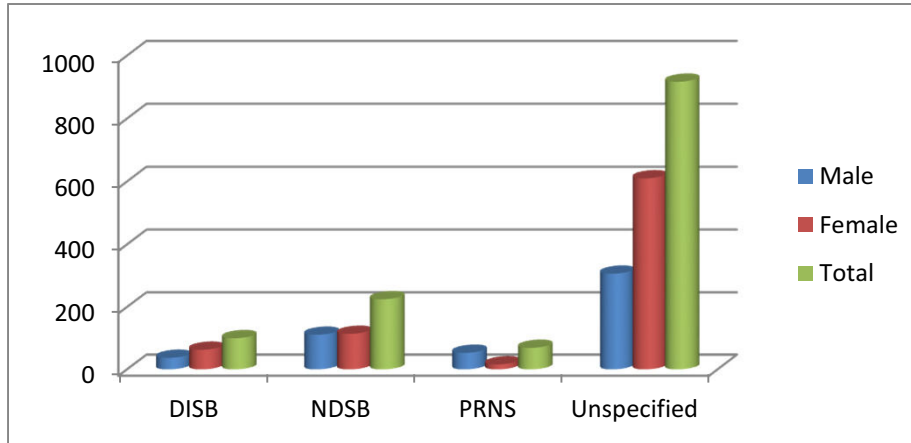
Black Britis	2	2	4
British Asia	3	10	13
Caribbean	17	27	44
Chinese	1	6	7
Cypriot	1	0	1
East Africa	0	1	1
English	3	0	3
Filipino	0	2	2
Form left b	14	17	31
Gypsy/Rom	1	0	1
Indian	42	108	150
Irish	8	9	17
Italian	3	2	5
Japanese	0	1	1
Kashmiri	0	2	2
Mixed Asia	2	0	2
Nigerian	0	2	2
Not Stated	29	13	42
Other Asian	4	7	11
Other mixed	1	5	6
Other white	8	11	19
Other white	2	4	6
Pakistani	51	86	137
Polish	9	15	24
Scottish	0	2	2
Sikh	9	23	32
Sri Lankan	0	5	5
White & Asian	2	8	10
White & Black	0	5	5
White & Black	8	9	17
White British	241	320	561



2. Workforce Disability by Gender

Disability	Male	Female	Total
DISB	37	63	100

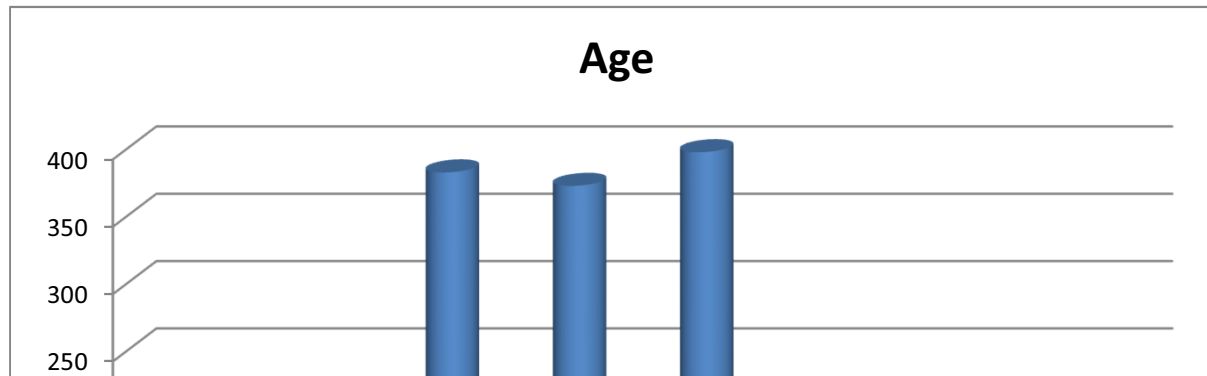
NDSB	111	114	225
PRNS	53	16	69
Unspecifier	307	610	917

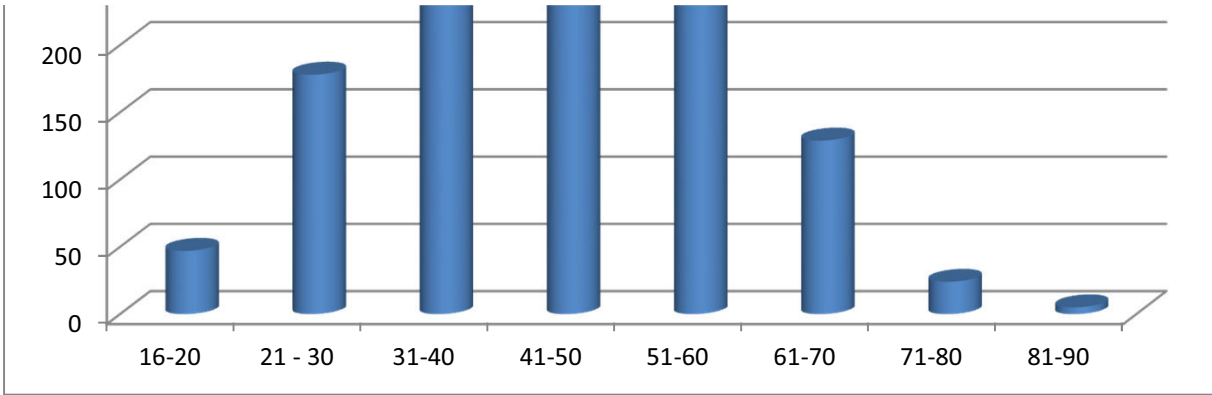


3. Workforce by Age Band

Age Banc Count

16-20	47
21 - 30	178
31-40	383
41-50	373
51-60	398
61-70	129
71-80	24
81-90	5





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MEMBERS' ATTENDANCE RECORD 2018/2019

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	17/05/18	19/06/18	23/10/18	24/01/19	10/04/19
S Sarfraz	P				
N Holledge	P				
B S Bains	P				
S Hussain	P				
Brooker	P				
M Bedi	P				
S Chaudhry	P				
W Sabah	P				
D Smith	P				

P = Present for whole meeting
 Ap = Apologies given

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

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