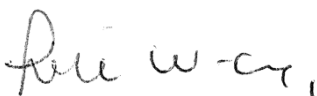


Date of issue: Wednesday, 13 January 2021

<b>MEETING</b>	<b>EMPLOYMENT &amp; APPEALS COMMITTEE</b> (Councillors Ali (Chair), Gahir (Vice-Chair), Ajaib, Bains, Chaudhry, Hulme, Sabah, A Sandhu and Smith)
<b>DATE AND TIME:</b>	THURSDAY, 21ST JANUARY, 2021 AT 6.30 PM
<b>VENUE:</b>	VIRTUAL MEETING
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	SHABANA KAUSER 07821 811 259

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.



**JOSIE WRAGG**  
Chief Executive

**AGENDA**

**PART 1**

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
<b>APOLOGIES FOR ABSENCE</b>			
<b>CONSTITUTIONAL MATTERS</b>			
1.	Declarations of Interest		
	<i>All Members who believe they have a Disclosable Pecuniary or other 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' Code of Conduct, leave the meeting while the matter is discussed.</i>		
2.	Minutes of the Meeting held on 20th October 2020	1 - 8	-

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
<b>SERVICE IMPLEMENTATION ISSUES</b>			
3.	The Slough Academy - Update	9 - 18	All
4.	Temporary Agency Staff	19 - 26	All
<b>ITEMS FOR INFORMATION</b>			
5.	Members Development Programme 2020/21 Update	27 - 42	All
6.	Our Futures Programme - Workforce Update	43 - 44	All
7.	Members' Attendance Record 2020/21	45 - 46	All
8.	Date of Next Meeting - 6th April 2021	-	-

**Press and Public**

This meeting will be held remotely in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. Part I of this meeting will be live streamed as required by the regulations. The press and public can access the meeting from the following link (by selecting the meeting you wish to view):

<http://democracy.slough.gov.uk/mgCalendarMonthView.aspx?GL=1&bcr=1>

Please note that the meeting may be recorded. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain.

The press and public will not be able to view any matters considered during Part II of the agenda.

**Employment & Appeals Committee – Meeting held on Tuesday, 20th October, 2020.**

**Present:-** Councillors Ali (Chair), Gahir (Vice-Chair), Ajaib, Bains, Chaudhry, Hulme, Sabah, A Sandhu and Smith

**PART 1**

**11. Declarations of Interest**

None were declared.

**12. Minutes of the Meeting held on 2nd July 2020**

**Resolved** – That the minutes of the meeting held on 2<sup>nd</sup> July 2020 be approved as a correct record.

**13. Temporary Agency Staff**

The OD/HR Business Partner introduced a report that provided the Committee with an update on the Council's actions taken regarding the supply and control of temporary labour.

The Chair then invited comments and questions from Members.

During the course of the discussion, the following points were raised:

- A Member asked if there was an ambition to fill temporary posts by residents of Slough. It was explained that vacancies were normally advertised internally first and if not successfully filled would be advertised externally; vacancies were open to anyone meeting the criteria to apply. It was agreed that a discussion would be held with the Council's contracted recruitment agency (Matrix SCM) to understand if there were ways of engaging more applicants from Slough.
- The Committee requested information regarding the number and job roles of all temporary workers earning over £75,000 per annum be provided in the next report. In addition, further information was requested regarding the specific job roles of all temporary workers. It was felt that a clear understanding of the skills shortage roles could be used to inform the Council's economic strategy.
- Concern was raised that temporary staff were contracted on a long-term basis (often 3-4 years). It was explained that during the Council's transformation period, a conscious decision had been taken to hold some temporary posts - this was to provide opportunities for any permanent staff that might be displaced as part of the restructure

## Employment & Appeals Committee - 20.10.20

process. It was agreed that information regarding the temporary posts that had been held, be circulated to the Committee.

- Frustration was expressed that over the last three years there did not appear to have been a reduction in the number of temporary workers, despite the Committee having raised its concerns previously. It was explained that the situation was reviewed on a regular basis to ensure the Council's resources were being used effectively. It was reported that Phase 2 of the restructure would address the high level of temporary workers. However, it was highlighted that there would always be an element of spend on agency workers due to the national shortage of planners and social workers, and the need to cover some posts on a temporary basis due to maternity or long-term sickness.
- Concern was raised that a high percentage (47%) of workers had chosen not to state their ethnicity on monitoring forms. It was agreed that this would be raised with Matrix to discuss if the data could be improved.
- In view of the completion of the Phase 1 restructure, it was asked if there would be a reduction of spend on temporary posts in the Executive directorate. It was explained that the Phase 1 consultation had now been completed, however, there were four Associate Director posts that had not yet been filled, and in the interim these may need to be filled by temporary workers.
- A Member requested that data regarding the number of temporary post filled by staff displaced by the restructure be provided to the Committee. It was explained that this information would not be available for the January 2021 meeting, as the consultation process would not yet have been concluded. Therefore, the information would be provided at the April 2021 meeting.

### Resolved –

- (a) That the report be noted.
- (b) That the OD/HR Business Partner be requested to provide the following information in the next report to the Committee:
  - The total number and job roles of all temporary workers earning over £75,000 per annum.
  - Information regarding all the temporary posts that had been held as part of the Council's Transformation process.
- (c) That the OD/HR Business Partner be requested to discuss the following issues with Matrix SCM:

## **Employment & Appeals Committee - 20.10.20**

- Means to encourage more Slough residents to apply for temporary posts.
- The high percentage of temporary workers who had chosen not to state their ethnicity on the monitoring form and ways to improve the data collected.

### **14. Policy and Guidance on Supporting Trans Employees**

The Diversity and Inclusion Manager introduced a report that sought approval of the updated policy guidance to support transgender employees.

It was explained that the development of a diverse and inclusive workforce, where every employee felt valued and was able to achieve their potential was central to the Council's aims. The Council was proud to promote itself as a Stonewall Diversity Champion and the revised guidance had been developed in conjunction with best practice advice from Stonewall.

Consultation in respect of the revised Policy and Guidance had also taken place with trade unions, LGBT+ Allies staff group, the Employee Engagement Forum and the Corporate Consultation Forum.

**Resolved** – That the updated Policy and Guidance on Supporting Trans Employees be approved.

### **15. Revised Learning and Development Policy**

The Head of Organisational Development introduced a report that sought approval of a revised Learning and Development Policy.

A summary of the main changes to the Learning and Development Policy were outlined in section 4.1 of the report.

It was noted that in light of Covid-19 the majority of training provision was being carried out virtually. Currently, 65% of staff had completed their mandatory training modules; 80% completion rate would be considered a good target. Employees unable to access online training were being provided with briefings via their managers.

The Committee thanked the Head of Organisational Development for the report and asked to be updated on staff training completion rates, as and when appropriate.

**Resolved** – That the revised Learning and Development Policy be approved.

## **Employment & Appeals Committee - 20.10.20**

### **16. Employment Policies and Procedures**

The Diversity and Inclusion Manager introduced a report that sought approval of the following policies: revised Disciplinary Policy and Procedure; revised Grievance Policy and Procedure; and an additional appendix to the Recruitment Policy and Procedure.

During the discussion it was reported that the disciplinary/grievance procedures did not apply to agency /temporary staff. If issues arose their contract would be terminated and the agency would be informed.

In relation to Grievance Policy and Procedure, it was explained that the Council trained and retained a pool of Investigating Officers. Therefore, if any conflicts of interest arose an alternative officer could be asked to take over the case.

#### **Resolved –**

- (a) That the revised Disciplinary Policy and Procedure, as set out in Appendix 1 of the report, be approved.
- (b) That the revised Grievance Policy and Procedure, as set out in Appendix 2 of the report, be approved.
- (c) That the additional appendix to the Recruitment Policy and Procedure, as set out in Appendix 3 of the report, be approved.

### **17. Members' Development Programme 2020/21 Update**

The Organisational Development Officer introduced a report that provided an update on the current work of the Members' Development Task and Finish Group.

In July 2020 a survey had been circulated to Members to gauge their learning and development needs - 70% of Members had submitted a response. The findings of the survey indicated that the training programme should be tailored, depending on the role, experience and learning needs of each councillor. Members had also indicated that they would find a mix of learning styles and training delivery beneficial.

The Chair then invited comments and questions from Members.

During the course of the discussion, the following points were raised:

## **Employment & Appeals Committee - 20.10.20**

- Members were keen for progress to be made to establish a training programme and concern was raised that any unspent training budget would be lost if not used.
- It was noted that Members were due to receive new IT equipment and it was asked if any training would be provided. It was confirmed that an external organisation would be providing IT training to Members and the cost would not be taken from the Members' training budget.
- Concern was raised that the Council's transformation process had delayed the roll out of Member training. It was noted that the Local Government Association Peer Review had highlighted the importance of a robust Member training programme to support councillors to fulfil their roles.
- It was requested that a variety of training methods be used to engage Members, rather than information being delivered solely via PowerPoint presentations.

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

### **18. Our Futures Programme - Workforce Update**

The Associate Director - Customer introduced a report that provided an update on the progress of the Council's 'Our Futures Programme'.

It was reported that the consultation period for Phase 1 (senior leadership team) of reorganisation had now concluded. All of the Executive Director posts had been filled through the consultation process. 8 of the 12 Associate Directors had been recruited, with 4 posts being advertised externally.

Phase 2 (formation of a new operating model – affecting all staff below the senior leadership team) of the reorganisation had been delayed and was now planned to be launched on 4<sup>th</sup> November 2020.

The Chair then invited comments and questions from Members.

During the course of the discussion, the following points were raised:

- Clarification was sought regarding the term 'consultation period'. It was explained that during Phase 2, some roles would be job matched and some roles would be altered. The consultation period fulfilled the legal duty to consult, as set out in section 188 of the 1992 Trade Union and Labour Relations Act, when an employer proposed to make 20 or more employees redundant. It was explained that a mapping exercise had been undertaken across the entire workforce to inform the design of

## Employment & Appeals Committee - 20.10.20

the new Council structure. Trade Unions had been involved in the job evaluation process.

- A Member highlighted that at a number of Scrutiny Panel meetings officers had reported a backlog of outstanding works due to staff shortages; namely the parking and housing departments. It was explained that in March 2020, it had been agreed that an additional parking engineer post would be created, however there had been a delay in the recruitment process and the advertisement for the role had only recently been published. The Associate Director, Customer agreed to provide the Committee with additional information, following the meeting, to clarify the reasons for the delay.
- Concerns were raised regarding the closure of Landmark Place, the Council's customer service centre and how assistance would be provided to those residents unable to access online services. It was agreed that additional details of the Council's locality hub strategy would be provided in the next report to the Committee.
- It was noted that Phase 2 aimed to deliver a £4.3 million saving to the Council, and that most of the savings would be achieved by efficiencies. A Member asked for an indication of the number of job losses anticipated during the Phase 2 process. It was explained that the aim was to secure permanent staff in posts currently filled by temporary or agency staff. Some vacant posts were currently being held as potential roles for those staff displaced through the consultation period, in order to reduce the number of redundancies. It was recognised that this was an anxious period for staff and the Council was offering support via various workshops and training.
- Referring to the diagram provided in section 5.2 of the report (the 'inverted triangle') a Member asked for details regarding the estimated number of residents who would 'self service' and use the Council's online service portals rather than seeking face-to-face services and information. It was agreed that this information would be circulated to the Committee.
- A Member asked if there was a moratorium on recruitment during the consultation period. It was explained that there was no recruitment freeze, however all recruitment was currently being monitored by the Corporate Management Team. Some vacant posts were being held as potential suitable roles for staff either displaced or facing redundancy through the transformation process.
- It was noted that the Council had not yet recruited a General Data Protection Regulation (GDPR) officer and it was asked why there had been a delay recruiting to this position. The Associate Director, Customer agreed to provide a response to the Committee following the meeting.



## **Employment & Appeals Committee - 20.10.20**

### **Resolved –**

- (a) That the report be noted.
- (b) That the Associate Director, Customer be requested to circulate the additional information requested, as detailed above, to the Committee.

### **19. Members' Attendance Record 2020/21**

**Resolved –** That the details of the Members' Attendance Record be noted.

### **20. Date of Next Meeting - 21 January 2021**

**Resolved –** The date of the next meeting was confirmed as 21 January 2021.

Chair

(Note: The meeting opened at 6.34 pm and closed at 8.42 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee

**DATE:** 21 January 2021

**CONTACT OFFICER:** Surjit Nagra, Service Lead, People

**AUTHORS:** Edwin Fernandes Slough Academy Manager

**WARD(S):** All

**PART I**  
**FOR INFORMATION****THE SLOUGH ACADEMY - UPDATE****1 Purpose of Report**

To provide the half-yearly update on the project and progress made since the last report in June 2020.

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

The Committee is requested to note and provide any comments on the information outlined in this report.

**3 Project Update****3.1 Apprenticeship Update Summary**

We are delighted to inform you that since our last report in June 2020, we have had another eight Apprentices successfully achieve their qualifications taking our tally to 11.

1 x Adult Social Care Level 3 (3 Apprentices completed previously)  
 1 x Leader in Care Level 5  
 1 x Adult Care Level 2  
 5 x Early Years Practitioner Level 2

We now have 28 Apprentices in flight, an increase of three undertaking 15 different programmes, spanning five directorates. There are a further 19 Apprenticeships pending start dates, undertaking a further 13 different programmes. We revisited some of our 'pending' Apprenticeships that were taking longer than normal to transition to 'in flight', with the stakeholders. As a consequence we lost two Apprenticeships. The stakeholders believed that they could no longer provide the additional resource required to support them, with the reduced headcount in the restructure.

The level of uncertainty created by the Transformation and restructure programme has also quite naturally slowed down development of new Apprenticeships.

For a detailed breakdown by directorate please refer to Appendix A.

**Programme Activities**

Schools & Nurseries – we continue to update information on the schools hub, to encourage them to take on Apprentices and to use their Levy Funding.

We publicise Apprenticeship opportunities at Slough Borough Council through SBC insite and with our partners. Most recently we have started to promote Apprentices using social media, Facebook, Linked In, Twitter and Instagram to reach a wider audience.

### **Systems Update - Cornerstone**

The Cornerstone Talent Management system has been used to support our Transformation and restructure programme delivering the following:–

- Consultation 1:1s
- Leading Through Change webinar (for managers)
- Managing Change webinar (for employees)
- Shaping Your Future webinar (preparing staff to complete the Expression of Interest applications, interviews and external job search and CV applications if necessary)
- Additional Transformation support e-learning modules (e.g interview practice, CV writing etc)

We are continuing to record virtual classroom sessions to support Continuous Professional Development (CPD).

We have successfully rolled out the classroom booking functionality for the webinars mentioned above.

We have recently purchased a professional e-learning catalogue from Cornerstone, containing approximately 800 titles, which will further support the development of colleagues. The professional skills catalogue covers a range of key skills to build stronger communicators, strategic thinkers, and higher functioning teams across the organization with soft skills content focused on the business savvy skills that every employee needs.

### **3.2 Phase 2 – Continuous Professional Development**

We have undertaken the SBC specification of our performance management requirements in Cornerstone and aligned our performance review documentation and process with the system. We will also be recording our Performance Reviews and 1:1s in Cornerstone to ensure these can be corporately managed and reviewed.

Cornerstone will provide the Council with the ability to develop a new approach to Continuous Professional Development which will build on the foundations established through the Apprenticeship rollout. It will provide clearly defined career pathways for all our professions with established organisational support through the integration of Performance Reviews and Personal Development Plans (PDPs).

### **3.3 Phase 3 – Succession Planning**

The implementation of Succession Planning will ensure the Council has a pipeline of talent in place to fill critical roles to support the delivery of our future Service Plans.

Cornerstone's Performance Management module will help managers and leaders in the Council to proactively identify potential emerging talent based on formal performance criteria and map this to key roles within the organisation.

This will ensure staff are continually encouraged to develop and progress their careers within the Council and contribute to retention levels by ensuring our workforce is motivated to support our Service delivery plans.

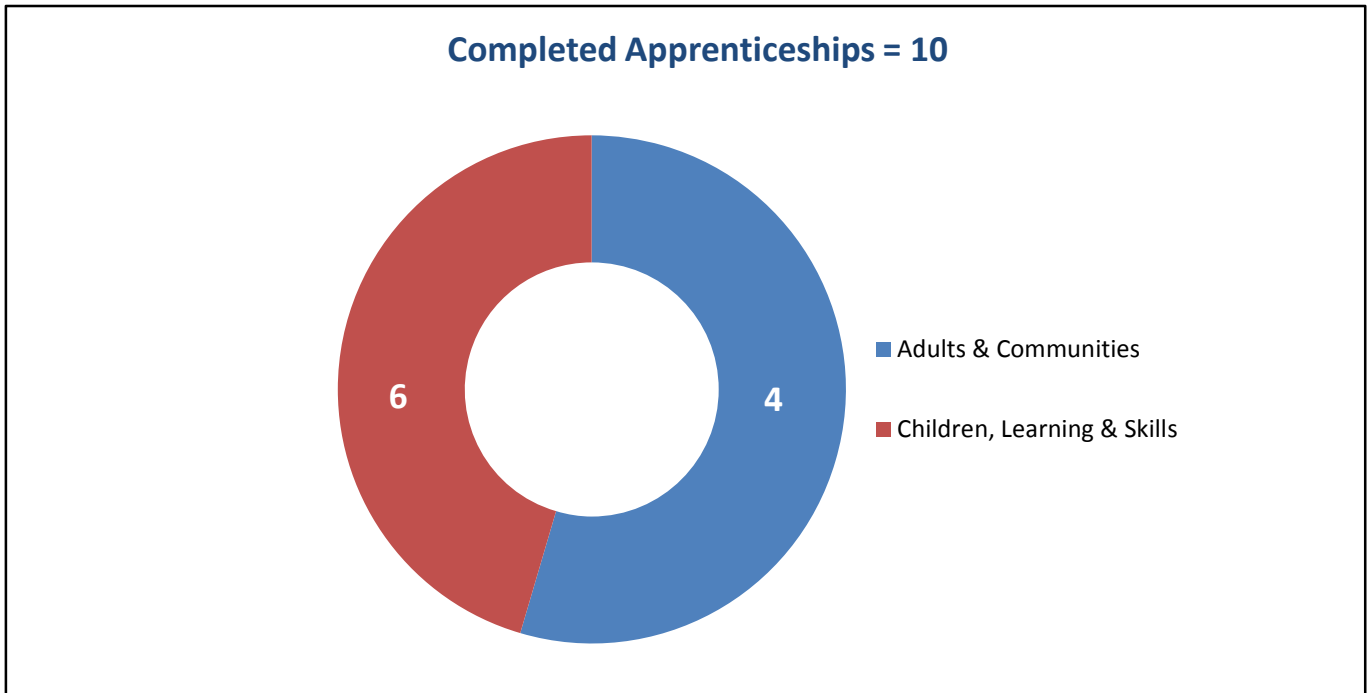
## **4. Background Papers**

**Appendix A:** Apprenticeship Statistics

**Appendix B:** Apprenticeship Demographic Split

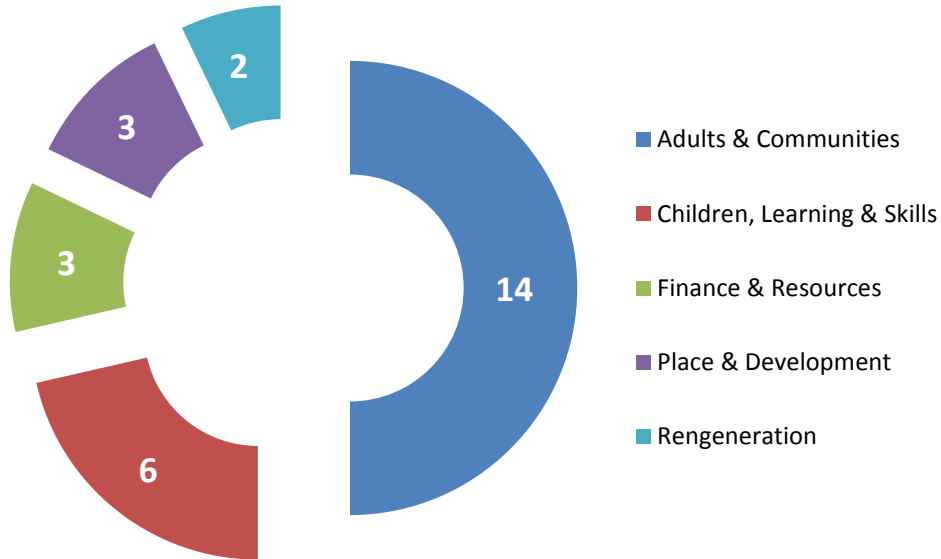
**Appendix C:** Apprenticeship Levy Spend (L& D Budget Savings)

## APPENDIX A



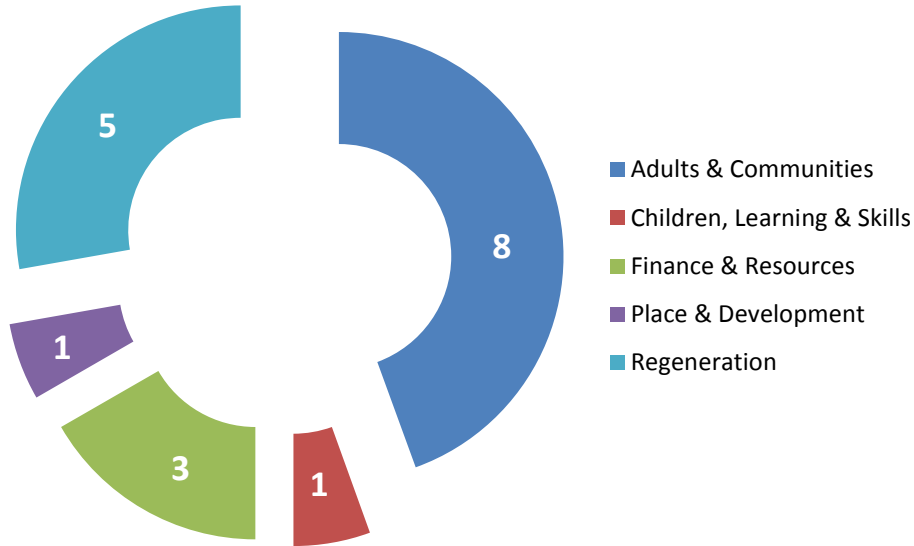
<b>Directorates</b>	<b>Apprentice Programme - Completed</b>	<b>Level</b>	<b>Nos.</b>
Adults & Communities	Adult Social Care Level	3	4
	Leader in Care	5	1
Children, Learning & Skills	Early Years Practitioner	2	5
<b>Total in Development</b>			<b>10</b>

### Apprenticeships In Flight = 28



Directorates	Apprentice Programme - In Flight	Level	Nos.
Adults & Communities	Commercial Procurement & Supply	4	4
	Leader in Care	5	1
	Operations/Departmental Manager	5	3
	Social Work	6	3
	Adult Care/Lead Adult Care Worker	2 & 3	2
	Adult Care	2	1
Children, Learning & Skills	Early Years Educator	3	6
Finance & Resources	HR Support/HR Services Officer	3 & 5	1
	Customer Service Practitioner	2	1
	Team Leader /Supervisor	3	1
Place & Development	Civil Engineering Technician	3	1
	Building Control	6	1
	Housing/Property Manager	3	1
Regeneration	Surveying Technician	3	1
	Town Planning Technical Support	3	1
<b>Total in Flight</b>			<b>28</b>

### Apprenticeships Pending = 18



Directorates	Apprentice Programme - Pending	Level	Nos.
Adults & Communities	Social Work	6	2
	Associate Project Manager	4	2
	Lead Adult Care Worker / Lead Practitioner	3 & 4	1
	Customer Service Specialist	3	1
	Occupational Therapy	6	2
Children, Learning & Skills	Early Years Educator	3	1
	Chartered Manager	6	1
Finance & Resources	Accounting	2	2
	Housing/Property Management Assistant	2	1
Place & Development	Civil Engineering Technician	3	1
Regeneration	Chartered Town Planner	7	1
	Construction Quantity Surveyor	6	1
	Chartered Surveyor	6	2
	Associate Project Manager	4	1
<b>Total in Development</b>			<b>19</b>

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## Apprentice Statistics

2021	Cumulative No. of Apprentices 33	National Stats
Percentage of workforce	2.4%	2.3%
Percentage of apprentices retained by SBC	100%	58%
Gender	23 (F) 70% 10 (M) 30%	F 51% M 49%
Age Range	18-58	Not available
Average Age	34	Not available
Learning Disability	1 (3%)	11.8%
BAME*	51%	12.3%
CLA/CIC	0	Not available
Existing/New Posts	Existing 21 (64%) New 12 (36%)	Existing (67%) New (33%)
Slough Residents	24 (75%)	Not applicable

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## APPENDIX C – Levy Spend

Directorate	Apprentice Programme - Completed	Level	Nos.	Levy Spend
Adults & Communities	Adult Social Care Level	3	4	£12,000
	Leader in Care	5	1	£2,000
	Adult Care	2	1	£3,000
Early Years Practitioner	Early Years Practitioner	2	5	£9,000
<b>Total</b>			<b>11</b>	<b>£26,000</b>

Directorates	Apprentice Programme - In Flight	Level	Nos.	Levy Spend (£)
Adults & Communities	Commercial Procurement & Supply	4	4	£36,000
	Leader in Care	3	1	£2,000
	Operations/Departmental Manager	5	3	£19,000
	Social Work	6	3	69,000
	Adult Care/Lead Adult Care Worker	2 & 3	2	9,000
	Adult Care	2	1	3,000
Children, Learning & Skills	Early Years Educator	3	6	36,000
Finance & Resources	HR Support/HR Services Officer	3 & 5	1	10,500
	Customer Service Practitioner	2	1	4,000
	Team Leader /Supervisor	3	1	4,500
Place & Development	Civil Engineering Technician	3	1	12,000
	Building Control	6	1	24,000
	Housing/Property Manager	3	1	7,000
Regeneration	Surveying Technician	3	1	9,000
	Town Planning Technical Support	3	1	9,000
<b>Total in Flight</b>			<b>28</b>	<b>£254,000</b>

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee  
**DATE:** 21 January 2021  
**CONTACT OFFICER:** Surjit Nagra, Service Lead, People  
**AUTHORS:** Dipak Mistry, OD/HR Business Partner  
**(For all enquiries)** (01753) 875472  
**WARD(S):** All

**PART I**  
**FOR COMMENT & CONSIDERATION**

**TEMPORARY AGENCY STAFF**

**1 Purpose of Report**

This report seeks to provide Members with an update on the Council's actions regarding the supply and control of temporary workers / labour.

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

The Committee is requested to resolve:

- a) That the actions from the last meeting be noted in section 6
- b) That the report and its contents be noted.

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

**Slough Joint Wellbeing Strategy Priorities**

The provision of temporary workers does not directly impact on the Slough Joint Wellbeing Strategy.

The provision does, however enable the Council to deliver its services to the community through the provision of specialist skills or replacement labour where required.

**Five Year Plan Outcomes**

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

## **Outcome 1, 2, 3, 4**

The services provide labour necessary to deliver these outcomes when permanent labour is not available or specialist skills are required. This is being closely reviewed and monitored as we progress through the transformation programme.

## **Outcome 5**

The supplier of temporary workers engages with local suppliers of temporary labour whilst also working with a wider pool to ensure Slough has access to the best available talent to make Slough an attractive place to operate and work.

## **4 Other Implications**

### **(a) Financial**

The last report stated the Council will expect to generate savings of circa £110k per year from the new contract; this still remains to be the case. This saving will be generated from reductions in contributions to statutory labour fees such as National Insurance, Pensions and Apprenticeship Levy charges in relation to the agency worker.

### **(b) Risk Management**

There are no specific risks to be managed for temporary labour provision beyond the need to ensure ongoing provision at appropriate costs.

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

There are no Human Rights Act implications.

### **(d) Equalities Impact Assessment**

There is no requirement for an Equalities Impact Assessment as we do not hold equalities data on temporary workers as they are not our employees.

### **(e) Workforce**

There are no implications for permanent staff.

## **5. Update on Matrix Contract Management**

A contract review meeting was held with Matrix – our temporary provider on 9th December 2020. The contract is managed in line with the agreed key performance indicators in **Appendix 4**. All the KPI's were achieved with the exception of percentage of appointed workers completing the assignment. This

had reduced by 2% in November and can be attributed to the announcement of phase 2 consultation. This led to some agency workers leaving their positions and the ending of placements coming to an end.

## **6. Action points from meeting in October 2020**

The Committee requested information regarding the number and job roles of all temporary workers earning over £75,000 per annum be provided in the next report. In addition, further information was requested regarding the specific job roles of all temporary workers. In **Appendix 2** this information is shown and reference is made to where the roles are difficult to recruit.

Total number of temporary staff earning over £75,000 were 31 staff and **Appendix 3 highlights** details of the type of post and which directorate these roles are.

The Committee also expressed frustration that over the last three years there did not appear to have been a reduction in the number of temporary workers engaged at Slough.

The transformation work intends to bring a significant reduction overall on agency workers and the associated spend, already there has been a 0.8% reduction in the overall spend. In the coming months as the Phase 2 structure begins to be embedded we anticipate to see further reductions as agency contracts are ended. This will be through either converting to permanent roles, where this is applicable, or ending of the current placements.

Concerns were also raised that a high percentage (47%) of workers had chosen not to state their ethnicity on monitoring forms. It was agreed that this would be raised with Matrix to discuss how this could be improved.

During the monitoring contract meeting with Matrix in November 2020, they have actively taken diversity data from candidates submitted and included in active placements. Matrix's Regeneration Manager will undertake a diversity data capture exercise for further disclosure from the 'prefer not to say' during the next quarter. We hope to present this data at the next committee.

## **7. Statistics and Key Trends**

Committee Members are provided in **Appendix 1** statistics relating to the usage of temporary labour. The emerging themes are the total spend in this quarter is £3.5 million, which is a slight increase of £0.17 million. The total hours of 3,086 are 718 hours increase compared to the last report. The above increase signifies the demanding needs of services in particular in Finance and Adults Social Care services.

The above increase relates to the increasing work around Transformation; IT and more recently the emerging programmes for delivery of Covid-19 projects; including Slough's Lateral Flow Testing; Track and Trace; Vaccination Programmes have required an increase in capacity to support these new programmes of work.

Despite the increase in agency spend this quarter members are also asked to note that in comparison to the previous quarter the overall difference in spend is £231,309 and a net saving for the council of £176,163.00 which is a 4.90% saving.

As part of the transformation programme significant work continues around the alignment of staff in matched positions across the council almost 85% of posts have been matched. Further work is being undertaken with each directorate to provide business cases for Temporary Workforce that continues to be needed for CMT consideration and approval.

#### **8. Phase 1 Matrix project-efficiency saving project**

The above work continues with each directorate and negotiations continue in particular with Adult's and Communities encouraging key agency workers to move onto Client Direct Limited's (CDL). To date, 11 Workers have transferred to CDL in the last quarter. Six workers for Myriad have negotiated margins and savings from this during the last quarter and we have had a total of £23,748.49 in rebate savings. Key challenges include the longevity of the agency worker relationship.

#### **9. Appendices**

Appendix 1 – Usage of Temporary Workers and total spend

Appendix 2 – Summary of specific types of job roles of all temporary workers, includes difficult to recruit roles highlighted.

Appendix 3 – Number of Workers earnings over £75,000

Appendix 4 – Key Performance Indicators

#### **9. Background Papers**

None



## Spend by Directorate

## Spend by Directorate

Directorate/D...	Total Hours	FTE (13 weeks)	Timesheets	Average PAYE Pay Rate	Client Net	Previous Quarter Differences	Total Net Savings	Savings (%)
Finance and R...	27,122	56	802	£29.88	£1,092,237	£189,195	£52,290	4.71%
Adults and Co...	23,451	48	697	£26.71	£863,908	£76,053	£41,804	4.79%
Place and Dev...	23,490	48	697	£17.47	£551,835	£-48,102	£27,982	5.04%
Regeneration	8,944	18	275	£42.07	£524,313	£-136,745	£19,232	3.64%
Children, Lear...	13,515	28	577	£20.93	£383,445	£71,935	£19,486	5.04%
Chief Executive	1,002	2	34	£76.94	£99,116	£70,527	£12,901	13.00%
Housing Reve...	1,176	2	38	£28.87	£44,365	£8,447	£2,468	5.54%
Grand Total	98,698	202	3,120	£26.52	£3,559,219	£231,309	£176,163	4.90%

Key summary to note: Overall savings from last quarter £231,309

- Highest spend is Finance and resources with total net savings of £52,290 from previous quarter
- Additional savings this quarter from Place and Development of 5.04% bringing a total savings reduction by £48,102

### Summary of specific types of job roles of all temporary workers

Job Title	Job Category	Services	Directorate
Admin officer	Admin & Clerical	Children, Learning and Skills	Children, Learning and Skills
Customer Service Advisor (Level 4)	Admin & Clerical	Customer and Communications	Finance and Resources
Sustainable Travel Officer	Admin & Clerical	Major Infrastructure Projects	Regeneration
General Support Assistant	Admin & Clerical	Children, Learning and Skills	Children, Learning and Skills
Customer Service Advisor (Level 4)	Admin & Clerical	Customer and Communications	Finance and Resources
Early Years Practitioner	Education including Early Years	Children, Learning and Skills	Children, Learning and Skills
Interim OD / HR BP	Executive	People	Finance and Resources
Consulting Project Manager (Level 9)	Executive	People	Finance and Resources
Interim Agresso Project Accountant	Executive	Finance	Finance and Resources
Interim IT Lead (Scale )	Executive	Customer and Communications	Finance and Resources
Head of Democratic Services	Executive	Governance	Finance and Resources
Principal Accountant (Level 9)	Executive	Finance	Finance and Resources
Payroll Pensions Officer	Financial	People	Finance and Resources
Rough Sleeper Worker (Level 6)	Housing	Housing (People) Services	Place and Development
Tenancy sustainment officer	Housing	Housing (People) Services	Place and Development
Technical Solutions Architect	IT	Digital and Strategic IT	Finance and Resources
Operative	Manual Labour	Direct Service Organisation (DSO)	Place and Development
Planning Officer (Level 7) (Housing)	Planning	Planning and Transport	Regeneration
OT (Standard) (Level 7)	Social & Healthcare Qualified	Adult Social Care Operations	Adults and Communities

EAP Committee requested specific types of job roles of all temporary workers above provides a summary of different types of temporary workers across the council, currently engaged by department and service area.

Please note the highlighted roles are difficult to recruit.

## Number of Workers earnings over £75,000

Directorate	Job Title
Adults and Communities	Continuing Health Care Social Worker
	Interim Office Relocation IT Lead (Scale _)
	Operations Manager Localities and Hospital
	Service Lead Adult Social Care Operation
	Social Care Consultant
Chief Executive	Consulting Project Manager (Level 9)
	Director of Regeneration
Children, Learning and Skills	Commissioner for SEND
	School Effectiveness Partner (Level 10)
	SEND Inspection Planner
Finance and Resources	Commercial Consultant
	Consulting Project Manager (Level 9)
	Financial Controller (SML11)
	Head of Democratic Services
	Interim Agresso Project Accountant
	Interim Customer Services Strategy Lead
	Interim Finance Consultant – Revenue
	Interim Head of Finance
	Interim Head of Financial Management
	Interim IT Lead (Scale )
	Interim OD / HR BP
	IT Project Manager
	Principal Accountant (Level 9)
	Schools COVID 19 Public Health Officer
	Senior Accountant (Level 8)
	Senior Accountant (Level 8)
	Strategic Project Manager (Revenues and Benefits)
Technical Solutions Architect	
Transformation Trainer	
Work stream lead Revenues and Benefits)	
Housing Revenue Account	Affordable Housing Project Manager

## KPI Summary of performance

Measurement	Target Service Level	Frequency of Activity/Monitoring	Nov-20
The Service Provider will fill all Assignments where CVs are not requested to the specified timescales	98.0%	Monthly, based on a rolling quarter	100%
<b>Urgency</b>	<b>Timescale</b>		
<b>Within 4 hours</b>	<b>Within 30 minutes</b>		
<b>Within 24 hours</b>	<b>Within 1 hour</b>		
<b>Within 3 working days</b>	<b>Within 4 hours</b>		
<b>Otherwise</b>	<b>Within 48 hours</b>		
Percentage of roles where number of accepted CVs requested is matched by number of CVs supplied by the Service Provider	98.0%	Monthly, based on a rolling quarter	100%
Percentage of assignments where there is supply of a suitable Temporary Worker, accepted by the Hiring Manager,	98.0%	Monthly, based on a rolling quarter	100%
Percentage of appointed Temporary Workers completing the assignment	90.0%	Monthly, based on a rolling quarter	98%
The Service Provider will satisfactorily close all complaints within 28 working days of receipt.	100%	Monthly from start of contract	100%

Above provides a summary of the key KPI's relevant for this report most KPI's are within the agreed contract the only area was percentage of appointed workers completing the assignment this quarter fell by 2% this was in November assumed due to the announcement of phase 2 some agency workers left the position and some naturally the contracts came to an end.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment and Appeals Committee

**DATE:** 21<sup>st</sup> January, 2021

**CONTACT OFFICER:** Surjit Nagra, People Service Lead

**AUTHORS:** Taran Panesar, Organisational Development Officer  
(Member Lead)

For all enquiries 07821 811 324

**WARD(S):** All

**PART I**  
**FOR INFORMATION****MEMBERS' DEVELOPMENT PROGRAMME 2020/21 UPDATE****1. Purpose of Report**

To update Committee Members on the 2020/21 Members' Development Programme, and plans for the next financial year.

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

2.1 The Committee is requested to note programme scheduling as shown in **Appendix A**.

**3. Supporting Information**

3.1 Following a survey of members' learning and development needs in July 2020, a Task and Finish Group, led by Cllr Akram (members' development portfolio holder) accepted recommendations for a refreshed programme with a tailored approach to meet the different roles, experience and skills base of members with an overarching principle of 'one size does not fit all'.

**Appendix A** shows the programme schedule as at December 2020 following updates and discussions with Cllr Akram and CMT.

We are delighted to report an increased uptake for the December 2020 members' sessions. Attendance rates were as follows:

- o Understanding Local Government Finance: 24 members
- o Prevent briefing: 13 members
- o Data & Information Security Briefing: 20 members

Members will continue to be advised by the report author of the Local Government Association leadership programme opportunities through targeted mailings.

**4. Summary**

Committee members are asked to note this report and assurance that regular updates on progress will be forthcoming.

## **Content**

### **Progress update**

- 1 Training to support Members in specific roles – pages 2-3
- 2 Induction for new and re-elected Members – pages 4-6
- 3 Refreshers for more experienced Members – pages 7-10
- 4 Soft Skills for all Members – pages 11-12

### **Appendix A**

Budget Spend 2020/2021, Estimated Forecast – page 13

### **Appendix B**

Calendar View of 2020/2021 Schedule (work in progress) – page 14

**1. Training to support Members in specific roles**

**Priorities code**

<b>High</b> – important and urgent – delivery by Mar 2021
<b>Medium</b> – important, not urgent – delivery if capacity this year in Members' 2020-21 calendar
<b>Low</b> – not important, not urgent for 2020-21 – review for 2021-2022 programme

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Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
<b>Modern and political leadership</b> <ul style="list-style-type: none"> <li>Challenges and opportunities for local government</li> <li>Improving leadership capabilities and strategies</li> </ul>	LGA Programmes: <ul style="list-style-type: none"> <li>Leadership Academy</li> <li>One to One Development Sessions</li> <li>COVID-19 Political Leadership Webinars</li> <li>LGA Events (Virtual)</li> <li>Political Leadership Masterclasses</li> <li>Leadership Essentials</li> </ul>	Details in <i>LGA Highlighting Political Leadership - November 2020</i>  LGA's brochure about their programmes will be forwarded to members.	Refer to <i>LGA Highlighting Political Leadership - November 2020</i> .	Varies according to programme	Dates in <i>LGA Highlighting Political Leadership - November 2020</i>	Details in <i>LGA Highlighting Political Leadership - November 2020</i>  Also LGiU resources.
Skills and knowledge for chairing meetings online	Online Chairing Skills Training for Councillors	<ul style="list-style-type: none"> <li>Techniques for handling agendas and people</li> <li>Communications skills</li> <li>Leadership role</li> <li>Preparation</li> </ul>	Facilitated workshop by SBC Officers and external provider	1½ hour workshop - to be confirmed	After April 2021 Previously delivered in October 2018	<ul style="list-style-type: none"> <li>E-learning modules</li> <li>Workbooks</li> <li>Practice sessions</li> <li>LGiU resources</li> </ul>
Skills and confidence in handling media and communications	Working with the Media	<ul style="list-style-type: none"> <li>Develop and enhance interview skills</li> <li>Social and crisis media</li> </ul>	LGA's virtual Media Political Leadership masterclass by Scott Chisholm	5-hours masterclass	LGA to confirm dates availability.	<ul style="list-style-type: none"> <li>E-learning modules</li> <li>Workbooks</li> <li>Practice sessions</li> </ul>



Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
<ul style="list-style-type: none"> <li>Leading and managing a scrutiny review</li> <li>Chairing scrutiny meetings</li> <li>Increasing participation by members and the public</li> </ul>	Essential training for scrutiny members	<ul style="list-style-type: none"> <li>Scrutiny essentials and good practice</li> <li>Scrutiny during COVID</li> <li>Implementing the recommendations for OSC</li> <li>Work programme ideas for 2020/21</li> </ul>	Facilitated workshop by SBC Officer	1½ hours	1 Jul 2020	<ul style="list-style-type: none"> <li>Documents to support workshop</li> <li>Q&amp;A with officers</li> <li>LGA e-learning and workbooks</li> <li>LGiU resources</li> </ul>
Representing communities	Handling casework	<ul style="list-style-type: none"> <li>Casework management arrangements and processes in SBC</li> </ul>	Facilitated virtual workshop by SBC Officers	1-1½ hour workshop	After April 2021	<ul style="list-style-type: none"> <li>LGA workbooks</li> <li>Q&amp;A with SBC officers</li> </ul>
Annual mandatory session for Members on Planning Committee	Planning: the role of Members in development management	<ul style="list-style-type: none"> <li>Key Issues</li> <li>Local Plan, Regeneration Framework and Growth Study</li> <li>5 year land supply</li> </ul>	Facilitated virtual workshop by SBC Officers	1½ hour workshop	26 May 2020 Annual session to be repeated in 2021.	<ul style="list-style-type: none"> <li>Documents to support workshop</li> <li>Q&amp;A with officers</li> </ul>
Annual mandatory session for Members on Licensing Committee	Licensing: the importance of decision making	Licensing Functions, Roles, Hearings, Decision Making, Options, Appeals, National and Statutory Guidance, Case Law.	Facilitated virtual workshop by SBC Officers	1½ hour workshop	4 Jun 2020 Annual session to be repeated in 2021.	<ul style="list-style-type: none"> <li>Member Training Support Manual'</li> <li>Q&amp;A with officers</li> </ul>

## 2. Induction for new and re-elected Members

### Priorities code

High – important and urgent – delivery by Mar 2021
Medium – important, not urgent – delivery if capacity this year in Members' 2020-21 calendar
Low – not important, not urgent for 2020-21 – review for 2021-2022 programme

Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
Welcome and introduction to Slough Borough Council	Introduction to Slough Borough Council <i>Themes will be covered by Our Futures seminar for all members.</i>	<ul style="list-style-type: none"> <li>Chief Executive's introduction</li> <li>Our Futures, Vision &amp; Values</li> <li>Members/Officers introductions..</li> </ul>	<i>Mix of information, learning and social with 'fun' exercises</i>	1 - 1½ hours. Bitesize sessions.	<i>Our Futures seminar: 3 Feb 2021</i>	<ul style="list-style-type: none"> <li>Documents to support seminar</li> <li><i>Exercises to build relationships</i></li> </ul>
Understanding Local Government and getting to know SBC	Introduction to Local Government and SBC <i>Themes will be covered by Governance and Code of Conduct seminar for all members.</i>	<ul style="list-style-type: none"> <li>What councils do</li> <li>How is LG organised</li> <li>Devolution, how are decisions made, the constitution. agendas and minutes, defamation and privilege</li> <li>The council workforce</li> </ul>	Facilitated virtual workshop by SBC Officers <ul style="list-style-type: none"> <li><i>Hugh Peart on the Code</i></li> <li><i>Alex Polack Governance and Member / Officer relationships</i></li> </ul>	1½ hour workshop	<i>Governance and Code of Conduct seminar: 9 Mar 2021</i>	<ul style="list-style-type: none"> <li>Documents to support workshop</li> <li>Q&amp;A with officers</li> <li>LGA e-learning and workbooks</li> <li>LGiU resources</li> </ul>
The Councillor's Code of Practice	The Councillor's Code of Practice <i>Part of Governance and Code of Conduct seminar for all members.</i>	<ul style="list-style-type: none"> <li>Key elements of the code</li> <li>Role of Monitoring Officer</li> <li>Breaching the code</li> </ul>	Facilitated virtual workshop by SBC Monitoring Officer, Hugh Peart	Bitesize session	<i>Governance, and Code of Conduct seminar: 9 Mar 2021</i>	<ul style="list-style-type: none"> <li>Documents to support workshop</li> <li>LGA e-learning and workbooks</li> </ul>

Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
Understanding Local Government Finance	Understanding Local Government Finance  <b>Seminar for all members.</b>	<ul style="list-style-type: none"> <li>• How local government finance works</li> <li>• Funding sources, constraints and controls</li> <li>• Understanding financial strategy and budgets</li> </ul>	Virtual seminar by external trainer ( <b>Ian Fifield</b> ) followed by monthly refresher briefings by SBC Officers	2-hour introductory workshop  3 X 30 minute monthly briefings	15 Dec 2020 <b>confirmed</b>  <b>27 Jan 2021</b> <b>17 Feb 2021</b> <b>17 Mar 2021</b>	<ul style="list-style-type: none"> <li>• Documents to support workshop</li> <li>• LGA e-learning and workbooks</li> <li>• LGiU resources</li> <li>• SBC briefing notes</li> </ul>
Understanding Children's Services, Education and Training	Children's Safeguarding Members' briefing	<p>Responsibilities for safeguarding vulnerable children and young people in Slough.</p> <p>Under development with Michael Jarrett and Johnny Kyriacou – Associate Directors from Children's Services, Education and Training</p>	Facilitated virtual workshops by SBC Officers and partners – <b>confirmed</b>	<b>Bitesize seminar / briefing up to 1 hour.</b>	<b>2 Feb 2021</b>	<ul style="list-style-type: none"> <li>• Documents to support workshop</li> <li>• LGA e-learning and workbooks</li> </ul>
Understanding Adult Social Care and Health	Adult Safeguarding Members' briefing ( <b>before April 2021</b> )  And with New Liberty Protection Safeguards ( <b>after May 2021</b> )	<p>Responsibilities for safeguarding vulnerable adults.</p> <p>Under development with Martin Elliott, Jane Hitching and Betty Lynch from Adult Social Care.</p>	Facilitated virtual workshops by SBC Officers and partners – <b>confirmed</b>	<b>Bitesize seminar / briefing up to 1 hour.</b>	Adult Safeguarding <b>16 Feb 2021</b>  <b>Repeated after May' 21 with Liberty Protection Safeguards</b>	<ul style="list-style-type: none"> <li>• Documents to support workshop</li> <li>• LGA e-learning and workbooks</li> </ul>

Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
Health & safety roles and responsibilities	Introduction to Health & Safety for Councillors	Roles and responsibilities.  Under development with Robin Pringle and Vicki Swift	Briefing from H&S Officers • TBC	Bitesize briefing up to 1 hour	22 Feb 2021 (TBC)	<ul style="list-style-type: none"> <li>Documents to support workshop</li> </ul>
Access to information	Data & Information Security Briefing for Members	Introduction to FOI, Information Security and Data Protection for Councillors  Under development with Vijay McGuire	Briefing from SBC Officers • Jane Ward • Alex Cowen	Bitesize briefing up to 1 hour	17 Dec 2020	<ul style="list-style-type: none"> <li>Documents to support workshop</li> <li>Briefing notes</li> </ul>
Skills and confidence for managing ward and case work	Handling Casework	To be developed with Finbar McSweeney	Briefing from SBC Officers	1-hour briefing – tbc.	After April 2021 – date tbc	<ul style="list-style-type: none"> <li>Documents to support workshop</li> <li>LGA workbooks</li> <li></li> </ul>
Skills and confidence for IT applications and devices	Introduction to Outlook, MS applications and Office 365 when it is released.	To be developed with IT Officers. Alex Cowen to advise	One-to-one and group support from SBC officers and external IT training providers. • Alex Cowen to advise	Variable	From Dec 2020	<ul style="list-style-type: none"> <li>Online and hard copies of training manuals to support applications</li> </ul>

### 3. Refreshers for more experienced Members

#### Priorities code

<b>High</b> – important and urgent – delivery by Mar 2021
<b>Medium</b> – important, not urgent – delivery if capacity this year in Members' 2020-21 calendar
<b>Low</b> – not important, not urgent for 2020-21 – review for 2021-2022 programme

Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
Keeping up-to-date with council strategy, values and direction	Themes will be covered by <i>Our Futures</i> seminar for all members.	<ul style="list-style-type: none"> <li>Chief Executive's introduction</li> <li>Our Futures, Vision &amp; Values</li> <li>Members/Officers introductions..</li> </ul>	Mix of information, learning and social with 'fun' exercises	1 - 1½ hours. Bitesize sessions.	<i>Our Futures</i> seminar: 3 Feb 2021	<ul style="list-style-type: none"> <li>Documents to support seminar</li> <li>Exercises to build relationships</li> </ul>
Keeping up-to-date with Council Tax Support Scheme, Universal Credit and Financial support and debt advice issues.	Refresher seminar: Helping people and places to thrive  To be developed with Associate Directors.	<ul style="list-style-type: none"> <li>Council Tax Support Scheme</li> <li>Universal Credit</li> <li>Financial support and debt advice</li> </ul>	Briefings and workshops from SBC Officers	To be confirmed	Jan-Mar 2021 – dates tbc.	Documents to support briefings and seminars.
Keeping up-to-date with Community Development Work issues.	Refresher seminar: Community Development Work.  To be developed with Associate Directors.	<ul style="list-style-type: none"> <li>Community Development</li> <li>Transformation agenda</li> <li>Members and Officers working together.</li> </ul>	Briefings and workshops from SBC Officers	To be confirmed	After April 2021	Documents to support briefings and seminars.
Keeping up-to-date with the customer experience	Refresher seminar: The customer experience To be developed with Associate Directors.	<ul style="list-style-type: none"> <li>Improving the customer experience</li> <li>Operating model design</li> </ul>	Briefings and workshops from SBC Officers	To be confirmed	After April 2021	Documents to support briefings and seminars.

Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
Keeping up-to-date on issues related to Councils and the environment:	Refresher seminar: Councils and the environment  To be developed with Associate Directors.	<ul style="list-style-type: none"> <li>• Planning, The Local Plan</li> <li>• Housing, Homelessness</li> <li>• Waste, climate change</li> <li>• Transport, highways, traffic</li> <li>• Public transport, road safety</li> </ul>	Briefings and workshops from SBC Officers	To be confirmed	Jan-Mar 2021 – dates tbc.	Documents to support briefings and seminars.
Keeping up-to-date on issues related to safer, stronger communities:	Refresher seminar: Safer, stronger communities  To be developed with Associate Directors.	<ul style="list-style-type: none"> <li>• Community safety partnerships</li> <li>• Crime and disorder, police and crime panels</li> <li>• Domestic abuse, anti-social behaviour</li> <li>• Community cohesion</li> <li>• Modern slavery</li> <li>• Public protection</li> <li>• The voluntary and community sector</li> </ul>	Briefings and workshops from SBC Officers	To be confirmed	Jan-Mar 2021 – dates tbc.	Documents to support briefings and seminars.
Keeping up-to-date on issues related to Councils and the economy:	Refresher seminar: Councils and the economy  To be developed with Associate Directors.	<ul style="list-style-type: none"> <li>• Supporting town centres</li> <li>• Employment and skills</li> </ul>	Briefings and workshops from SBC Officers	To be confirmed	Jan-Mar 2021 – dates tbc.	Documents to support briefings and seminars.

Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
Keeping up-to-date on issues related to safeguarding vulnerable communities in Slough:	Children's Safeguarding briefing.  Adult Safeguarding and New Liberty Protection Safeguards..	<ul style="list-style-type: none"> <li>Safeguarding Children and Corporate Parenting</li> <li>Safeguarding Adults</li> <li>New Liberty Protection Safeguards.</li> </ul>	Briefings and workshops from SBC Officers and partners - confirmed	Bitesize seminar / briefings up to 1 hour	Children's Safeguarding 2 Feb 2021  Adult Safeguarding 16 Feb 2021	Documents to support briefings and seminars.  LGA e-learning and workbooks
Keeping up-to-date on The Councillor's Code of Practice	Refresher on The Councillor's Code of Practice <i>Part of Governance and Code of Conduct seminar for all members.</i>	<ul style="list-style-type: none"> <li>Key elements of the code</li> <li>Role of Monitoring Officer</li> <li>Breaching the code</li> </ul>	Facilitated virtual workshop by SBC Monitoring Officer, Hugh Peart	Bitesize session	<i>Governance, and Code of Conduct seminar: 9 Mar 2021</i>	<ul style="list-style-type: none"> <li>Documents to support workshop</li> <li>LGA e-learning and workbooks</li> </ul>
Keeping up-to-date on finance and council budget issues	Understanding Local Government Finance  <i>Seminar for all members</i>	<ul style="list-style-type: none"> <li>Understanding budgets</li> <li>Funding sources, constraints and controls</li> <li>Financial strategy and budgets</li> </ul>	Virtual seminar by external trainer ( <i>Ian Fifield</i> ) followed by monthly refresher briefings by SBC Officers	2-hour introductory workshop  3 X 30 minute monthly briefings	15 Dec 2020 <i>confirmed</i>  <i>27 Jan 2021</i> <i>17 Feb 2021</i> <i>17 Mar 2021</i>	<ul style="list-style-type: none"> <li>Documents to support workshop</li> <li>LGA e-learning and workbooks</li> <li>LGiU resources</li> <li>SBC briefing notes</li> </ul>
Keeping up-to-date with equality & diversity issues:	Equality & Diversity Briefing	<ul style="list-style-type: none"> <li>Equality, Diversity and Human Rights</li> <li>Community cohesion</li> </ul>	Facilitated virtual briefing by SBC Equality & Diversity Officer, Christine Ford.	Bitesize briefing up to 1 hour	<i>27 Jan 2021</i>	<ul style="list-style-type: none"> <li>Documents to support briefing</li> </ul>



Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
Keeping up-to-date on issues related to working effectively with partners in localities	Refresher seminar: Working effectively with partners in localities Associate Directors developing	Working effectively with partners in localities	Briefings and workshops from SBC Officers	To be confirmed	After April 2021	<ul style="list-style-type: none"> <li>Documents to support seminar</li> </ul>
Prevent updates	Prevent - keeping everyone safe from terrorism and radicalisation	<ul style="list-style-type: none"> <li>Counter Terrorism Strategy</li> <li>CONTEST</li> <li>Review of Prevent</li> <li>Myths and conspiracy theories.</li> <li>Referral process and support.</li> <li>Role of the Channel Panel.</li> </ul>	Facilitated virtual briefing by SBC Prevent Officers: <ul style="list-style-type: none"> <li>Naheem Bashir, Prevent Manager</li> <li>Rabena Sharif, Prevent Education Officer</li> </ul>	Bitesize briefing up to 1 hour	16 Dec 2020	<ul style="list-style-type: none"> <li>Documents to support briefing</li> </ul>



#### 4. Soft Skills for all Members

##### Priorities code

<b>High</b> – important and urgent – delivery by Mar 2021
<b>Medium</b> – important, not urgent – delivery if capacity this year in Members' 2020-21 calendar
<b>Low</b> – not important, not urgent for 2020-21 – review for 2021-2022 programme

Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
Skills and confidence for effective online and offline communication:  <b>To be commissioned for delivery by external trainers.</b>	Titles for 3 courses:  1. Public speaking and presentations skills 2. Working with local media and social media, dealing with community pressures 3. Difficult conversations	Related to course titles:  1. Public speaking and presentations skills 2. Working with local media and social media, dealing with community pressures 3. Difficult conversations	Facilitated virtual workshops by external providers	To be confirmed	Jan-Mar 2021 – dates tbc.	<ul style="list-style-type: none"> <li>Documents to support workshop</li> <li>LGA e-learning and workbooks</li> <li>LGiU resources</li> </ul>
Skills and understanding for effective member-officer relations	Understanding member-officer relations  <b>Part of Governance and Code of Conduct seminar for all members.</b>	<ul style="list-style-type: none"> <li>LGA Peer Review</li> <li>Council's general communication routes with members.</li> </ul>	<b>Seminar by Alex Polack, Head of Democratic Services.</b>	<b>Bitesize session</b>	<b>Governance, and Code of Conduct seminar: 9 Mar 2021</b>	<ul style="list-style-type: none"> <li>Documents to support sessions</li> </ul>
Skills and understanding for Making Every Contact Count (MECC)	Making Every Contact Count (MECC) for Councillors	Public Health team developing course content	Facilitated virtual workshops by Public Health teams	To be confirmed	After April 2021	Documents to support sessions

Training Need	Course Title	Content	Delivery Mode	Duration	Delivery date	Complementary resources
General	Titles for 2 courses: 1. Dealing with enquiries – toolkits 2. Galvanising community input and responsibility	Related to course titles: 1. Dealing with enquiries – toolkits 2. Galvanising community input and responsibility	Facilitated virtual workshops by internal officers and external partners	To be confirmed	After April 2021	Documents to support sessions
Member resilience	Titles for 2 courses: 1. Mindfulness tools 2. Health & wellbeing and Active Movement	Related to course titles: 1. Mindfulness tools 2. Health & wellbeing and Active Movement	<ul style="list-style-type: none"> <li>Members invited to group Mindfulness sessions</li> <li>Facilitated virtual 'Active Movement' briefing by Public Health team</li> </ul>	To be confirmed	After April 2021	Documents to support sessions
First Aid skills for emergencies	Emergency First Aid Training – <b>Cancel. Advised by Health &amp; Safety we are not responsible for members' first aid training.</b>	Core set of emergency lifesaving skills	Facilitated workshop by First Aid Training specialists.	6-hours	After April 2021	Documents to support sessions

## Appendix A: Budget Spend 2020/2021, Estimated Forecast

Topic	Provider	£ Amount
<b>Introduction to Local Government Finance</b>	External Ian Fifield	£700 per session Total £700
<b>Bespoke Finance Training for Opposition Members (to be confirmed)</b>	External Ian Fifield	£700 per session Total £700
<b>Communication skills</b> <ul style="list-style-type: none"> <li>Public speaking and presentations skills</li> <li>Working with local media and social media, dealing with community pressures</li> <li>Difficult conversations</li> </ul>	External providers	£4k-£6k approx
<b>Modern and political leadership LGA Programmes</b> <ul style="list-style-type: none"> <li>Leadership Academy</li> <li>One to One Development Sessions</li> <li>COVID-19 Political Leadership Webinars</li> <li>LGA Events (Virtual)</li> <li>Political Leadership Masterclasses</li> <li>Leadership Essentials</li> </ul>	Further details in <i>LGA Highlighting Political Leadership - November 2020</i>  See document attached	<ul style="list-style-type: none"> <li>Leadership Academy, 1<sup>st</sup> place £1,000, each subsequent place £1,250</li> <li>Leadership Essentials – Up to £250 and some are subsidised</li> </ul> Further details in <i>LGA Highlighting Political Leadership - November 2020</i>  Estimate £2k - £3k
<b>External seminars and conferences</b> <ul style="list-style-type: none"> <li>Including Emergency First Aid (cancelled)</li> </ul>	External providers LGiU and LGA First Aid Training Companies	£1k (revised estimate due to COVID)
		<b>Total estimated spend to March 2021</b> <b>£8k - £12k</b>

## Appendix B: Calendar View of 2020/2021 Schedule (NB: this is work in progress)

### December 2020

Date	Course / Seminar / Briefing	Lead Presenters / Facilitators
15 <sup>th</sup>	Understanding Local Government Finance	Ian Fifield, external trainer
16 <sup>th</sup>	Prevent - keeping everyone safe from terrorism and radicalisation	Naheem Bashir and Rabena Sharif
17 <sup>th</sup>	Data & Information Security Briefing for Members	Jane Ward and Alex Cowen

### January 2021

Date	Course / Seminar / Briefing	Lead Presenters / Facilitators
27 <sup>th</sup>	Equality & Diversity Briefing	Christine Ford
27 <sup>th</sup>	Finance briefing (1/3 monthly briefings)	Jo Knight and Finance colleagues

### February 2021

Date	Course / Seminar / Briefing	Lead Presenters / Facilitators
2 <sup>nd</sup>	Safeguarding Children	Michael Jarret and Johnny Kyriacou
3 <sup>rd</sup>	Our Futures, Vision and Strategy	Hosted by Josie Wragg
16 <sup>th</sup>	Safeguarding Adults	Martin Elliott, Jane Hitching, Betty Lynch
17 <sup>th</sup>	Finance briefing (2/3 monthly briefings)	Jo Knight and Finance colleagues
22 <sup>nd</sup> (TBC)	Introduction to Health & Safety	TBC

### March 2021

Date	Course / Seminar / Briefing	Lead Presenters / Facilitators
9 <sup>th</sup>	Governance and Code of Conduct	Hugh Peart and Alex Polack
17 <sup>th</sup>	Finance briefing (3/3 monthly briefings)	Jo Knight and Finance colleagues

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment and Appeals Committee

**DATE:** 21<sup>st</sup> January 2021

**CONTACT OFFICER:** Joe Carter, Director of Transformation

**AUTHORS:** Surjit Nagra, Service Lead - People  
Belinda Collins, Interim Transformation Manager

For all enquiries (01753 875788 ext. 5788)

**WARD(S):** All

**PART I  
FOR INFORMATION****OUR FUTURES PROGRAMME – WORKFORCE UPDATE****1. Purpose of Report**

This report is an information report to update the Members of the Employment and Appeals Committee of progress in the Our Futures programme, since the last update in October 2020

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

The Committee is requested to note the contents outlined in this report.

**3. Supporting Information**

- 3.1 Just to remind the Committee part of the original delivery plan entailed creating a new operating model for the Council. This was prompted by rising demand for Slough's key services in the context of reduced Government funding. The business case also reflected the Council's ambition to be a 'world class' organisation, with a sustainable cost base and a 'one council' staff team.

**4. Phase 1 - Update**

- 4.1 The Council launched the senior team consultation for a reorganisation on the 3<sup>rd</sup> June 2020 and is concluded. Recruitment to posts was carried out internally during August and 8 internal appointments for Associate Directors (AD) positions were made. The remaining 4 AD posts are being filled through external recruitment.

**5. Phase 2 - Update**

- 5.1 The Phase 2 consultation was launched on the 4<sup>th</sup> November 2020 and closed on the 21<sup>st</sup> December 2020
- 5.2 The responses included approximately 130 counter proposals and the Executive Directors and Associate Directors with the Chief Executive are considering all of the counter proposals at the time this report is being provided.
- 5.3 A consultation response will be issued in January, and a verbal update will be provided to the Committee meeting.
- 5.4 The council continues to consult/engage with trade union colleagues on the Phase 2 reorganisation.

**6 Agency Workers**

Agency worker reduction is a critical part of the implementation plan. The council will be reducing significantly the reliance on agency workers as part of the implementation proposals.

**7 Timescales**

The Phase 2 timeline is already in action and the key dates are noted in the table below:

Consultation period – completed	4 <sup>th</sup> November to 21 <sup>st</sup> December 2020
Implementation of proposals	January to April 2021
Embedding and review	During the financial year 2021/ 2022

**8 Costs and savings**

- 8.1 The cost savings are required to deliver £5.2M in the period 1<sup>st</sup> April 2021 to 30 September 2022 for both phases. Phase 1 is on course to deliver recurrent savings of **~£987,352** year-on-year
- 8.2 Costs for implementation of Phase 2 will be provided at the next meeting.

**9. Background Papers**

None

**10. Appendices**

None

**MEMBERS' ATTENDANCE RECORD 2020/21**

**EMPLOYMENT AND APPEALS COMMITTEE**

<b>COUNCILLOR</b>	<b>02/07/20</b>	<b>20/10/20</b>	<b>21/01/21</b>	<b>06/04/21</b>
<b>Ajaib</b>	P	P		
<b>Ali</b>	P	P		
<b>Bains</b>	P	P		
<b>Chaudhry</b>	P	P		
<b>Gahir</b>	P	P		
<b>*N Holledge</b>	P			
<b>Hulme</b>	P	P		
<b>*Mohammad</b>	P			
<b>**Sabah</b>		P		
<b>**A Sandhu</b>		P		
<b>Smith</b>	P	P		

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

\*Councillor N Holledge and Mohammad no longer members of the Committee from 24th September 2020.

\*\*Councillors Sabah and A Sandhu appointed to the Committee from 24th September 2020.

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