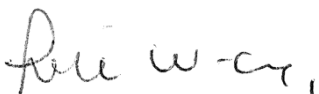


Date of issue: Thursday, 25 March 2021

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Ali (Chair), Gahir (Vice-Chair), Ajaib, Bains, Chaudhry, Hulme, Sabah, A Sandhu and Smith)
DATE AND TIME:	TUESDAY, 6TH APRIL, 2021 AT 6.30 PM
VENUE:	VIRTUAL MEETING
DEMOCRATIC SERVICES OFFICER: (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

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

APOLOGIES FOR ABSENCE

CONSTITUTIONAL MATTERS

1. Declarations of Interest

-

-

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.

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	Minutes of the Meeting held on 21st January 2021	1 - 6	-
SERVICE IMPLEMENTATION ISSUES			
3.	Pay Policy Statement Update 2021/22	7 - 18	All
4.	Apprenticeship Policy	19 - 34	All
ITEMS FOR INFORMATION			
5.	Our Futures Programme - Workforce Update	35 - 36	All
6.	Members Attendance Record 2020/21	37 - 39	-
7.	Date of Next Meeting - 15th June 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 Thursday, 21st January, 2021.

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

Apologies for Absence:- Councillor A Sandhu

PART 1

21. Declarations of Interest

None were declared.

22. Minutes of the Meeting held on 20th October 2020

Resolved – That the minutes of the meeting held on 20th October 2020 be approved as a correct record.

23. The Slough Academy - Update

The Slough Academy Manager provided the Committee with an update on the number of apprenticeships and progress made since June 2020. Another 8 apprentices had successfully achieved their qualifications taking the total to 11 overall, with a further 19 apprenticeships awaiting a start date. 75% of apprentices were Slough residents. It was noted that the level of uncertainty created by the Our Futures Transformation programme had slowed down development of new apprenticeships. An overview of apprentice statistics relating to gender, age and disability were outlined.

Members discussed a range of issues including whether the scheme represented value for money. It was explained that significant returns had been realised on investment. Whilst the most costly apprentice programme related to social work, Members were informed that the benefits included retaining staff and encouraging career progression within the organisation; especially in areas which were typically difficult to recruit to such as social workers.

Referring to whether the scheme could only be made available to Slough residents, it was noted that this would not be possible from a legal perspective but that it was predominantly promoted within the Borough. A Member asked about the drop out rate of those who had started the scheme and was informed that there had been a 100% retention rate.

The Committee were informed that external partner organisations to the Council were encouraged to take on apprentices and this was, if appropriate, explored via service level agreements with those bodies.

Resolved – That the report be noted.

Employment & Appeals Committee - 21.01.21

24. Temporary Agency Staff

The Organisational Development / HR Business Partner introduced a report that updated the Committee on the latest position regarding temporary agency staffing at the Council.

The key points noted by the Committee were as follows:

- A performance review meeting had been held with the temporary agency staff provider, Matrix, on 9th December 2020. All of the key performance indicators in the contract were being achieved with the exception of the percentage of appointed workers completing their assignment. This had fallen 2% and was attributed to the Phase 2 staffing restructure consultation which led to some placements coming to an end.
- At its last meeting the Committee had asked for further information on the number of agency workers earning over £75,000. Appendix 3 to the report set out the number of such agency workers and their job titles. There were 31 agency workers earning above this level, usually in hard to recruit posts.
- There had been a 0.8% reduction in agency spend since the previous quarter and one of the key aims of the Our Futures transformation was to further reduce this figure by converting to permanent roles where appropriate or ending current placements.
- A relatively high percentage of workers (47%) had chosen not to state their ethnicity on monitoring forms. This issue had been discussed with Matrix and steps had been put in place to improve diversity data collection and include in future reports to the Committee.
- Appendix 1 showed that total agency spend during the quarter was £3.6m which was a slight increase of £0.17m. Savings had been made in a number of areas but it was noted that there had been an increase in agency spend in other such areas including the Covid-19 response for example on the community testing programme and contact tracing. Internal staff had been temporarily redeployed into a number of roles in the Covid-19 response but as they were increasingly required to return full time to their substantive roles it was sometimes necessary to engage temporary workers.

The Committee asked a number of questions about the report including the work being undertaken to reduce the reliance on agency workers through phase 1 of the Matrix project-efficiency savings work. Members were informed of the benefits of working through Client Direct Services Limited to which 11 staff had recently transferred. It was noted that it resulted in lower agency fees and more control for the Council in managing agency spend for certain roles.

Employment & Appeals Committee - 21.01.21

Members highlighted the long standing issues in recruiting permanently to highly skilled jobs such as in social care and planning and asked about the future strategy to address the problem. The Officer explained the work being done, particularly through the transformation programme and there was a discussion about the different issues experienced in various roles across the Council. It was noted for example that for certain positions in the DSO it was more cost effective for the Council to use agency staff, whilst in social work it was often a professional choice to be agency workers which made permanent recruitment by the Council challenging.

A question was asked about the number of agency staff earning over £75,000 that had been in post for more than a year. This information was provided during the meeting by the Executive Director of Corporate Services and the Committee asked that this information be added to future reports.

At the conclusion of the discussion the report was noted.

Resolved – That the report be noted.

25. Members Development Programme 2020/21 Update

The Organisational Development Officer introduced a report that updated the Committee on the 2020/21 Members' Development Programme and plans for the next year.

The content and approach to Members' Development sessions had been refreshed and the schedule was noted in the Appendix to the report. Briefings on local government finance, Prevent and data & information security had been held and attendance rates were higher than for similar sessions held previously which was very positive. The aim was to make the training more engaging and feedback was important. Members attending training were therefore encouraged to submit feedback forms as response rates had been low.

A busy programme was planned for the next few months and preparations would be put in place to refine and repeat the programme in 2021/22 for new members and as refresher training for existing councillors. The Committee welcomed the refreshed programme and emphasised the importance of an engaging and informative series of training events. Virtual training had helped to increased attendance and this would be considered in making future arrangements. Members emphasised that in future training dates should be built into the corporate calendar and the induction for newly elected councillors was particularly important.

The Committee thanked Officers for the work they had done to refresh the programme and the update report was noted.

Resolved – That details of programme scheduling, as outlined in Appendix A to the report, be noted.

Employment & Appeals Committee - 21.01.21

26. 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.' The Committee were reminded that the original delivery plan entailed creating a new operating model for the Council, with a view to reflecting the Council's ambition to be a 'world class' organisation, with a sustainable cost base and a 'one council' staff team.

In relation to Phase 1 (senior leadership team) recruitment had begun, with internal recruitment during August 2020, which had resulted in 8 internal appointments being made to Associate Director positions. It was noted that a permanent recruitment had been made to the position for Associate Director, Social Care.

The Phase 2 consultation, launched on 4th November 2020, closed on 21st December 2020 and 130 counter proposals had been received. Following consideration of the responses by the Senior Management Team, a formal consultation response was due to be sent to all staff on 22nd January 2021. It was noted that the new operating model would be embedded and reviewed during the financial year 2021/22.

A Member asked about the types of responses received during the consultation period, The responses varied in nature from basic queries regarding job titles to more detailed counter proposals. Clarification was sought relating to posts that had been made redundant and individuals that had not been job matched elsewhere within the organisation. It was explained that staff who were at risk of redundancy had the opportunity to apply for a maximum of five vacant roles within the Council. A range of support measures had been introduced for staff to support them through the process which included workshops, CV writing sessions and access to a confidential counselling service via the Council's occupational health provider.

Following discussion regarding the use of agency workers, it was explained that a reduction in the number of agency workers was a critical part of the implementation plan. It was highlighted however, that whilst reliance on agency workers was key, there would remain an element of using agency staff especially in critical service areas to cover staff sickness.

Referring to the projected costs and savings and whether it was anticipated that these would be achieved, Members were informed that the cost savings were required to deliver £5.2M in the period 1st April 2021 to 30 September 2022 for both phases. Phase 1 was on course to deliver recurrent savings of £987,352 year-on-year and costs for implementation of Phase 2 would be provided at the next meeting.

The Chair placed on record recognition of the work that had been carried out to date.

Resolved – That the report be noted.

Employment & Appeals Committee - 21.01.21

27. Members' Attendance Record 2020/21

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

28. Date of Next Meeting - 6th April 2021

The date of the next meeting was confirmed as 6 April 2021.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.49 pm)

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 6th April 2021

CONTACT OFFICER: Neil Wilcox, Executive Director of Corporate Services
(For all enquiries:) 01753 875300 / 07544 378456

AUTHOR: Surjit Nagra, Associate Director, Customer
01753 875727 / 07885 91463

WARD(S): All

PART I
FOR DECISION

PAY POLICY STATEMENT UPDATE 2021/22**1. Purpose of Report**

To provide Members with an update of the revisions to the Pay Policy Statement for the years 2021/22.

2. Recommendation(s)/Proposed Action

The Committee is requested to recommend to Council that the Pay Policy Statement 2021/22 be approved for publication.

3. Supporting Information

Local Authorities are required by section 38 of the Localism Act 2011 (the Act) to prepare a pay policy statement and have regard for any guidance issued under section 40 of the Act and the Supplementary Guidance (on openness and accountability) released in February 2013. The policy statement should cover a number of matters concerning the pay of the authority's staff, principally Chief Officers. The pay policy statement is to be reviewed on an annual basis.

The Pay Policy Statement appended to this report has been reviewed and meets the requirements of the Localism Act.

The Pay Policy Statement covers the financial year 2021/22.

It has been updated and will be approved by Full Council in April 2021. When the cost of living award is implemented the pay scales will be updated according to the increase in pay levels.

Once approved the statement will be published on the Council's website.

4. Appendices

Appendix A - Pay Policy Statement 2021/22.

Appendix B - Slough Borough Council Salary Scales

APPENDIX A

Pay Policy Statement for the Year 2021/22

1. Introduction

- 1.1 The Localism Act requires local authorities to publish, on their website, an annual Pay Policy Statement, which has been approved by Full Council.
- 1.2 No remuneration may be made to officers that fall outside of the Pay Policy Statement, although it is possible for a meeting of the Full Council to amend the statement at any time.
- 1.3 In drawing up this statement, Slough Borough Council has taken into account the guidance issued by the Department of Communities and Local Government in February 2012 and the supplementary guidance issues in February 2013.
- 1.4 Slough Borough Council is committed to complying with the statutory obligation to pay the National Living Wage.
- 1.5 This statement does not apply to schools' staff as local authority schools' employees are outside the scope of the legislation.
- 1.6 This statement will be approved by Full Council in April 2021.
- 1.7 Slough Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our staff.
- 1.8 The Council is committed to paying nationally negotiated pay awards and this Pay Policy Statement will be updated as and when any such pay awards are agreed.

2. Remuneration of Chief Officers

- 2.1 In accordance with the Localism Act, the following SBC posts are defined as Chief Officers, and their salary bands are as follows. (The SBC grading structure is attached in Appendix B).

Head of the Paid Service and Statutory Chief Officers		
Post	Reports To	Salary Band
Chief Executive / Head of Paid Service.		£143,107 - £171,731
Executive Director of People (Adults)	Head of Paid Service	SML 16 £117,790 - £137,385
Executive Director for Children and SCST Chief Executive	Head of Paid Service	SML 16 £117,790 - £137,385 NOTE: Interim cover under contract for services, costs shared with SCST - £1178.60 per day.
Monitoring Officer	Head of Paid Service	SML 12 £70,258 - £78,268 NOTE: Interim cover under contract for services – £650 per day (4 days per week).
Executive Director of Corporate Services / Section 151 Officer	Head of Paid Service	SML 16 £117,790 - £137,385
Director of Public Health	Head of Paid Service	£92,228 to £107,949 NOTE: The Director of Public Health is employed by Bracknell Forest Council. In November 2020 the council made a decision to share the DPH between two other LA's and Frimley ICS, so the salary is shared across these bodies.

Posts that report directly to the Head of Paid Service or Statutory Chief Officer		
Post	Reports To	Salary Band
Executive Director of Customer and Community (Non-statutory Chief Officer)	Head of Paid Service	SML 16 £117,790 - £137,385
Executive Director of Place (Non-statutory Chief Officer)	Head of Paid Service	SML 16 £117,790 - £137,385
Executive Director of Transformation (Non-statutory Chief Officer)	Head of Paid Service	SML 16 £117,790 - £137,385
Associate Director Education & Inclusion	Interim Executive Director for Children / SCST Chief Executive	SML 13 £80,913 - £94,372
Associate Director Children and Families	Interim Executive Director for Children / SCST Chief Executive	SML 13 £80,913 - £94,372
Associate Director Business Services	Executive Director of Corporate Services / Section 151 Officer	SML 13 £80,913 - £94,372
Associate Director Finance & Commercial Vacant post	Executive Director of Corporate Services / Section 151 Officer	SML 13 £80,913 - £94,372
Associate Director ASC Operations	Executive Director of People (Adults)	SML 13 £80,913 - £94,372
Associate Director People Strategy & Commissioning	Executive Director of People (Adults)	SML 13 £80,913 - £94,372
Service Lead – Mental Health Services	Executive Director of People (Adults)	Employed by Berkshire Health Foundation Trust

Posts that report directly to Non-Statutory Chief Officers		
Post	Reports To	Salary Band
Associate Director Customer	Executive Director of Customer and Community	SML 13 £80,913 - £94,372
Associate Director Community Vacant post	Executive Director of Customer and Community	SML 13 £80,913 - £94,372
Associate Director Place Strategy and Infrastructure	Executive Director of Place	SML 13 £80,913 - £94,372

Associate Director Place Regulation	Executive Director of Place	SML 13 £80,913 - £94,372
Associate Director Place Ops	Executive Director of Place	SML 13 £80,913 - £94,372
Associate Director Strategy and Improvement Vacant Post	Head of Paid Service	SML 13 £80,913 - £94,372

The Chief Executive is appointed as the Council's Returning Officer in accordance with the Representation of the Peoples Act 1983. The Returning Officer is eligible for fees linked to duties undertaken for running national, European or local elections/referenda. These fees are determined by the number of electors registered in the borough/parliamentary constituency and are paid subject to a formula applied by the Government for determining fees to all Returning Officers across the Country.

2.2 Remuneration on Appointment

Newly appointed chief officers are paid in accordance with the pay scales set out above.

Salary packages amounting to £100,000 or more for new appointments will be approved by Full Council.

2.3 Job Evaluation

The pay of all employees, including Chief Officers, is based on job evaluations undertaken through the National Joint Council (NJC) Job Evaluation Scheme 'Green Book'.

2.4 Terms and Conditions of Employment

The Chief Executive is employed on JNC for Local Authority Chief Executives terms and conditions of employment.

All other chief officers are employed on JNC or NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to these posts.

2.5 Travel and Subsistence Expenses

There are occasions when employees incur additional expenditure than normal in the course of undertaking their official duties on behalf of the Council away from their normal place of work.

The Council has a comprehensive Travel and Subsistence Expenses Scheme, which applies to all our staff, including Chief Officers, in such circumstances.

2.6 Payment of Professional Fees

The Council will pay the cost of one professional subscription per annum, per employee, including Chief Officers, which is relevant and necessary for the role.

2.7 Honoraria

An honoraria payment may be made to an employee, including to a chief officer, in recognition of undertaking temporarily additional or outstanding extra work, which is:

- outside the normal scope of the duties and responsibilities of the employee
- over an extended period undertaking part of the duties of a higher graded post
- or where the additional duties and responsibilities are exceptionally onerous
- or in situations which merit the employee being rewarded for specific work.

The Honoraria Scheme applies in these circumstances and the amount of payment is based on the duties undertaken.

2.8 Acting Up

Acting up arises when an employee temporarily undertakes full or part duties of a higher graded post for a consecutive period of at least four weeks.

All employees, including Chief Officers, are entitled to an acting up payment in recognition of the responsibilities. Decisions on payment take into account the following:

- The nature and complexity of the responsibilities, undertaken by the employee and their current spinal column point
- Whether the employee is undertaking full or part responsibilities
- If the employee is placed into post as a development opportunity

2.9 Secondments

Secondments are intended to provide developmental opportunities to gain skills and experience rather than for financial gain. Therefore, secondees will normally transfer from their current position into the secondment on their existing salary. Terms and conditions of the secondee may change depending on the local variations within the department, i.e. flexi-time. However, if there is a significant difference between the secondment and the individual's salary this must be brought to the attention of the Group Manager – HR and a decision will be taken on whether to review salary arrangements in line with complexities of the job.

2.10 Market Supplements

A Market Supplement is payable, in exceptional circumstances, for posts (including Chief Officer posts), which are critical to the delivery of essential/statutory services, and to which the Council has been unable to recruit.

2.11 Pay protection

An employee, who is redeployed to a suitable post which is one grade lower, will receive protection of earnings (basic pay plus local weighting allowance) for a period of one year. The salary will be frozen at its current level and the employee will not receive annual pay awards. At the end of the protection period the employee will be placed on the salary grade relevant to the redeployed post.

Where an employee accepts redeployment to a post which is more than one grade lower, there is no entitlement to protection of earnings. In exceptional circumstances, in order to minimise financial hardship and avoid redundancies Directors may, subject to budgetary considerations, exercise discretion to grant some element of protection. This would apply for no longer than one year.

2.12 Termination Payments

In the event of a redundancy situation, all employees, including chief officers, are entitled to redundancy payments based on a multiple of 1.5 times statutory provision, based on weekly pay, subject to a cap of 30 weeks as the maximum number of weeks payable, and to a cap of 20 years service.

The terms, and any payment relating to the termination of employment of any officer of the Council in any contentious circumstances which do not result from an award made by an Employment Tribunal or Court are settled by the Council on the basis of the legal merits of the case, the time and disruption which protracted litigation would involve, any limit of statutory entitlement on monetary claim available to an employee, and what is considered prudent in all circumstances.

Any redundancy or severance packages of £100,000 or more will be approved by Full Council. In presenting the information to Full Council the components of any such severance package will be set out including; salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid.

If an applicant for a post (including Chief Officer posts) is in receipt of a severance payment from any local authority, or a Local Government retirement pension, this does not form part of the Council's decision as to whether or not they should be appointed.

Any employee, who is made redundant, including Chief Officers, must have a break of at least four weeks in order to retain a redundancy payment before they can be re-employed by the Council in a different position.

Consultancies over £5,000 (excluding cover for established posts) or any consultancy/employment offered to former senior officers of the Council of third tier

and above are a “significant officer decision.” (Significant officer decisions are circulated monthly to all members and published on the website).

2.13 The Government is consulting on regulations regarding the recovery of public sector exit payments. SBC will comply with any future legislative requirements.

2.14 Pension Payments

All employees who are members of the Local Government Pension Scheme, including Chief Officers, are entitled to a retirement pension calculated in accordance with the Local Government Pension Scheme Regulations.

3. Remuneration of Our Lowest Paid Employees

3.1 All SBC employees are paid in accordance with a locally determined salary scale, please refer to Appendix B.

3.2 “Lowest Paid Employee” means the employee on the lowest grade, assuming that the posts are full-time, excluding apprentices. The lowest grade is Level 2, £19,147 inclusive of LW.

3.3 Unsocial Hours Payments

The Council has a comprehensive Working Pattern Arrangement Scheme which sets out the allowances payable for:

- Overtime (for employees up to and including Level 5)
- Saturday and Sunday working
- Bank holidays
- Night working
- Sleeping-in duty
- Shift working
- Standby, on-call and call-out

3.4 Terms and Conditions of Employment

Employees, who are not Chief Officers, are employed on NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to NJC employees.

4. Relationship between the Remuneration of Our Chief Officers and our lowest paid employees

The base pay of the Chief Executive is currently £161,006. This is 8.408 times the pay of our lowest paid employees. (£161,006 / £19,147 = 8.408).

The median earnings of all employees as of 1 April 2019, was £28,690. The median earnings figure complies with the specific requirements within the Local Government Transparency Code 2015 and includes all elements of remuneration that can be valued.

- 4.1 The pay of the Chief Executive is currently 5.6 times the pay of median earnings of our employees.

Appendix B:

Slough Borough Council Salary Scales

NJC Local Government Pay Agreement 2020-21

OLD SCP	NEW SCP	Pay Level	Basic Pay Apr-20	FTE Local Weighting	Inclusive Annual Pay	Inclusive Hourly Rate
9	2	Level 2	18198	949	19147	9.92
10	3	Level 2	18562	949	19511	10.11
11	3	Level 2	18562	949	19511	10.11
13	4	Level 2	18933	949	19882	10.31
14	5	Level 3	19312	949	20261	10.50
16	6	Level 3	19698	949	20647	10.70
18	7	Level 3	20092	949	21041	10.91
19	8	Level 4	20493	949	21442	11.11
20	9	Level 4	20903	949	21852	11.33
	10	Level 4	21322	949	22271	11.54
21	11	Level 4	21748	949	22697	11.76
22	12	Level 4	22183	949	23132	11.99
	13	Level 5	22627	949	23576	12.22
24	15	Level 5	23541	949	24490	12.69
25	17	Level 5	24491	949	25440	13.19
26	19	Level 5	25481	949	26430	13.70
	21	Level 5	26511	949	27460	14.23
29	23	Level 5	27741	949	28690	14.87
30	24	Level 6	28672	949	29621	15.35
31	25	Level 6	29577	949	30526	15.82
32	26	Level 6	30451	949	31400	16.28
33	27	Level 6	31346	949	32295	16.74
34	28	Level 6	32234	949	33183	17.20
35	29	Level 6	32910	949	33859	17.55
36	30	Level 7	33782	949	34731	18.00
37	31	Level 7	34728	949	35677	18.49
38	32	Level 7	35745	949	36694	19.02
39	33	Level 7	36922	949	37871	19.63
40	34	Level 7	37890	949	38839	20.13
41	35	Level 7	38890	949	39839	20.65
42	36	Level 8	39880	949	40829	21.16
43	37	Level 8	40876	949	41825	21.68
44	38	Level 8	41881	949	42830	22.20
45	39	Level 8	42821	949	43770	22.69
46	40	Level 8	43857	949	44806	23.22
47	41	Level 8	44863	949	45812	23.75
48	42	Level 9	45859	949	46808	24.26
49	43	Level 9	46845	949	47794	24.77
50	44	Level 9	47838	949	48787	25.29
51	45	Level 9	48845	949	49794	25.81
52	46	Level 9	49853	949	50802	26.33
53	47	Level 9	50868	949	51817	26.86
54	48	Level 10	51942	949	52891	27.41
55	49	Level 10	53013	949	53962	27.97

56	50	Level 10	54092	949	55041	28.53
57	51	Level 10	55172	949	56121	29.09
58	52	Level 10	56241	949	57190	29.64
59	53	Level 10	57312	949	58261	30.20

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:** 6th April 2021

CONTACT OFFICER: Edwin Fernandes, Slough Academy Manager
(For all Enquiries) 07707 650025

WARD(S): ALL

PART I
FOR DECISION

APPRENTICESHIP POLICY

1. **Purpose of Report**

To review the proposed Slough Borough Apprenticeship policy.

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

The Committee is requested to review the Apprenticeship policy and approve for publication once content has been agreed.

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

3a. **Slough Joint Wellbeing Strategy Priorities**

The Apprenticeship policy is not related to the outcomes set out in the SJWS priorities, though the policy does create opportunities for applications from our vulnerable young people and adults, with additional support provided to successful candidates.

3b. **Five Year Plan Outcomes**

The Apprenticeship policy supports the Five Year Plan as follows.

- Outcome 1: Slough children will grow up to be happy, healthy and successful
- Outcome 3: Slough will be an attractive place where people choose to live, work and stay.

The policy offers apprenticeships opportunities to SBC employees and the wider Slough community, as appropriate. By creating development opportunities we will both, attract new talent, grow our own and increase retention.

4. **Other Implications**

(a) **Financial**

There are no financial cost implications.

Savings will be achieved as a result of training costs drawn from the Apprenticeship Levy rather than the council training budget.

(b) Risk Management

This report is for review and approval – no risks associated.

(c) Human Rights Act and Other Legal Implications

This purpose of this report is to review policy and meets the government Apprenticeship funding rules and regulations. In addition it is aligned with our existing recruitment policy and process – no human rights or legal implications associated.

(d) Equalities Impact Assessment

This report is for review and approval of the Apprenticeship policy. The policy includes an equalities impact assessment twice a year to ensure that we not only meet requirements but also improve opportunities for access on an ongoing basis.

5. **Supporting Information**

5.1 The journey from the previous apprenticeship approach.

From the end of 2018 the Council had two apprenticeship schemes in place which were Business and Administration apprenticeships targeting school leavers aged 16-18 and Youth Work Apprentices targeting young people 18-25.

There was an emphasis on supporting young people to apply and secure the apprenticeship opportunities.

In the summer of 2018 the Council changed its approach to apprenticeships in line with the newly introduced Apprenticeship Levy. It was felt that the above approach to apprenticeships whilst being good and admirable things to do, were not designed to meet business needs and were not compliant with the new levy requirements.

In order to meet the requirements of the Apprenticeship Levy and meet the business needs of the Council, the Slough Academy was established.

The Slough Academy was created to deliver the council's new approach to Apprenticeships, growing and developing our staff to help build a stable and successful workforce that will serve our residents in the best possible way. It provides targeted learning and developing skills and capabilities to meet our business needs and creates opportunities for continuous professional development that not only increases capacity but also helps retain talent.

It is fully embedded in our five year plan and will ensure we have the right skills in our workforce for the future.

Government apprenticeship reforms means there is money available to us to offer new apprenticeship opportunities to our existing staff and attract new talent to the organisation.

Apprenticeships have been broadened and are now available to a wider age group. Our current Apprentice ages range from 17 – 58 and we run over 25 different apprenticeship programmes across 4 directorates.

The Slough Academy works with our business stakeholders to identify career paths and link these to Apprenticeship standards. Together they create viable opportunities which will add value to the service and organisation.

A business case for the Apprenticeship is developed and was previously approved by the Slough Academy Board (a representative group made up of Service Leads and presided over by the Director of Finance and Resources) before we recruited.

Apprenticeship Achievements:-

- Completed successfully = 11
- In Flight = 28
- Pending = 18

Apprenticeship Statistics:-

- Apprenticeships vs Government Target – 2.4% vs 2.3%
- Apprentices who are Slough residents = 75%
- BAME Apprentices = 51%
- Apprentices (with disclosed learning disability) = 3%
- CLA/LA = 0% (2 applications – unsuccessful as a result of entry requirements and DBS check)
- Apprentice Gender Split = 70 Female / 30 Male
- 100% retention ration of Apprentices

Evaluation of apprenticeships in Slough show:-

- 75% of learners are more likely to stay with SBC
- 88% of learners more confident to apply for promotion or new position
- 100% of learners develop transferable skills
- Learners demonstrate improved decision making and compliance
- Significant cost savings on training budget

6. **Comments of Other Committees**

The policy has already been reviewed by the Employment Engagement Forum, Corporate Consultative Forum and the People Service Senior Management Team.

Feedback/comments as follows.

- Branding colour to be changed to purple to reflect branding for People Service
- The scope has been altered to confirm that casual 'as and when' staff are not eligible for apprenticeships.
- Objectives - to be amended to specify that these are SBC objectives not 'our'
- Should the government target be included? The government target should be referred to in our objectives as it is a target that is applied by the government to all Local Authorities and that we are measured against.
- Bullet point 6 to be amended to read - To upskill existing staff, creating a career pathway, encouraging retention and a talent pipeline for the future.
- Delete heading 'Introduction'.

- Should we include reference to functional skill requirements? Reference to Functional Skills – to be retained as they are essential to qualification. All candidates, new and existing staff are impacted by this. Wherever possible we recommend that candidates meet entry criteria. Candidates that do not have the requisite entry qualifications can still be offered an apprenticeship and study for their functional skills qualifications simultaneously with their Apprenticeship qualification. Ultimately this is a decision that the stakeholder makes, however functional passes are still a requirement of attaining the qualification (page 5).
- Updates on page 6 to reflect the changes to the name of the team and roles after 1st of April accepted, as this is the likely 'live' date of the policy.
- Page 6, approval by the Slough Academy Board to be changed to Business Services Associate Director.
- Page 6, reference to managing the induction process to change to more specifically managing the induction day with the Training Provider.
- Page 7, references to Slough Academy and Slough Academy Board to be updated to reflect changes in the restructure.
- All documents in appendices to be converted to links to documents on the intranet.

All of the above have been addressed satisfactorily in the revised draft.

7. **Conclusion**

The Apprenticeship policy sets out how we can continue to develop and offer business driven apprenticeship opportunities within the council and recruit new talent into the organisation where appropriate.

The policy provides structure, control, consistency, fairness and reasonableness in the organisation. It also ensures compliance with employment legislation and government regulation and informs employees of their responsibilities and the organisation's expectations.

Accordingly we would ask the Employee Appeals Committee to approve the policy.

8. **Appendices Attached**

Appendix A – Apprenticeship Policy and Procedure

9. **Background Papers**

None.

APPRENTICESHIP POLICY AND PROCEDURE



Workforce Development Team

fulfilling the ambitions of our people and organisation

Policy Schedule		
Policy owner and lead	People Service: Head of Organisational Development	
Consultation	Corporate Management Team	Employee Engagement Forum
	Trade Unions	Disability Forum
	Corporate Consultative Forum	People Service Team
Approving body	Employment Appeals Committee	
Date of approval		
Date of implementation		
Version number	Version 0.14	
Related documents	Learning & Development Policy	
Review interval	Annually (next review due X)	

Contents	Page Number
Introduction & Scope.....	2
Objectives	3
Roles and Responsibilities.....	3-4
Apprenticeship Programme.....	4
Requesting Levy Funding.....	5
Apprenticeship Recruitment & Onboarding	6
Apprenticeship Induction	7
Pay, Terms & Conditions.....	8
Changes to an Apprenticeship	9
Performance Reviews	9
Leaving SBC whilst undertaking an Apprenticeship.....	10
Apprenticeship Training Programme Complaints.....	10
Appendices	11

Policy Statement

This apprenticeship policy defines the council's approach to the use of its Apprenticeship Levy funding to support our workforce development strategy, recruiting new talent, upskilling both new and existing staff to fill our skills gaps.

Scope

This policy applies to all employees at Slough Borough Council. This policy does not apply to SBC Volunteers, agency workers, casual 'as and when' workers or non-maintained school-based staff.

All employees are eligible to express an interest in embarking on an Apprenticeship Training Programme, providing they are over the age of 16.

This policy should be read in conjunction with the Learning and Development policy and other related HR policies - <http://insite/people/your-development/your-development-at-sbc/> and the Apprenticeship Performance Framework (Appendix A).

Objectives

The Council's objectives are as follows.

- To use the Apprenticeship Levy fund as a development resource for existing and new staff
- To increase the number of people within the council undertaking apprenticeship training programmes to meet the government target
- To implement the council's long-term goal to grow our own talent and reduce spend on agency / contractors usage
- To use apprenticeships to fill hard to recruit roles and upskill recruits to the desired level
- To upskill existing staff, creating a career pathway encouraging retention and a talent pipeline for the future
- To give priority to strategic apprenticeship posts through business case review and evaluation
- To provide line managers with the opportunity to develop the workforce through apprenticeship programmes
- To enhance the reputation of the council as an employer
- To develop a workforce that is diverse and inclusive, and promote equality of opportunity for under-represented groups

Definitions

Apprentice:

An apprentice is the learner who is taking part in an Apprenticeship training programme whilst in a specific role, learning new skills and applying them in the workplace.

An apprentice will:

- combine practical training in a job with study
- work alongside experienced staff

- gain job-specific skills
- get time for study related to the role (currently set at 20% of working time)

Apprentices have the same employment rights as other employees, as set out in their contract of employment.

Apprenticeships

Apprenticeship training programmes are designed to provide technical knowledge, practical experience and wider skills needed for the current role and also prepare them with the basis for future career opportunities.

Apprenticeships take 1 to 5 years to complete depending on their level. The minimum duration for an Apprenticeship is 1 year as dictated by the Apprenticeship Funding rules.

Apprenticeships provide a variety of nationally recognised qualifications ranging from GCSE equivalent to Bachelors or Masters degrees depending on the appropriate level for the role and experience.

Apprenticeship standards – each standard covers a specific job role and sets out the core skills, knowledge and behaviours an apprentice will need to be fully competent in their job role.

The new Apprenticeship standards have been designed by employers to meet the needs of different industry sectors and the economy more widely. The standards are written definitions of the learning requirements for Apprenticeship programmes and have been developed to ensure that they are delivered and measured consistently.

Details of apprenticeship standards are available at:-

<https://www.instituteforapprenticeships.org/apprenticeship-standards/>

It is essential that the roles that apprentices are employed to undertake provide them with the opportunity to develop and apply the knowledge, skills and behaviours set out in the programme.

The minimum duration of each apprenticeship is based on the apprentice working 30 hours a week or more, including the off-the-job training they undertake. If the apprentice works fewer than 30 hours a week the training provider must extend the minimum duration of the apprenticeship (pro rata) to accommodate this. This will also apply to any temporary period of part-time working.

Where a part-time working pattern is needed, the extended duration of the Apprenticeship programme must be agreed by the apprentice, the line manager and the training provider. Where part-time working is agreed, the training provider must:

- record the agreed average number of hours each week
- evidence why this working pattern is needed
- extend the minimum duration using the following formula :-
$$12 \times 30 / \text{average weekly hours} = \text{new minimum duration in months}$$

The council will appoint an appropriate training provider to deliver the detailed technical elements of the Apprenticeship training programme but will maintain responsibility for the

overall apprenticeship. Therefore, an apprenticeship is an agreement between three parties all working towards successful completion of the apprenticeship: the apprentice, the training provider and the relevant line manager.

English, Maths & ICT Pre-requisites

Apprenticeships, contain minimum English and Maths requirements. In some cases there may also be a requirement for an ICT minimum standard. Where apprentices do not meet these requirements, they will be required to undertake additional learning to achieve this minimum standard as part of the apprenticeship.

All applicants undertake an initial entry requirement assessment irrespective of prior qualifications, which indicates basic capability to undertake the programme. Achievement of the Apprenticeship qualification however is still dependent on the Apprentice to pass functional skills, if they did not have them before.

This can normally be provided by the training provider or an alternative agency. If this is required, training can be undertaken in advance of going on the Apprenticeship training programme, reducing the pressure to successfully complete all study concurrently. Alternatively, in some cases this training can be undertaken in tandem with the Apprenticeship training programme, as agreed. Training to achieve these minimum standards will not be counted within the 20% 'off-the-job' training. The apprenticeship cannot be achieved without successful completion of the required functional skills.

Roles And Responsibilities

Apprentices

Apprentices are responsible for having a clear understanding of the training programme they are committing to. This includes:

- following instructions or guidance given to them by their line manager and asking for clarity if required
- following SBC policies and procedures and ensuring they comply with their job role
- considering the health and safety of themselves and others whilst undertaking their role
- ensuring they deliver the highest quality work they are able to, working hard to fulfil the requirements to pass their assessments, assignments and qualification
- completing the apprenticeship standard and meeting the deadlines for work submissions
- meeting regularly with the training provider, assessor and their line manager
- uploading assignments, recording development and training activity, in particular 'off the job' training and a time sheet on the Training Provider's tracking system

Line Manager

In addition to their usual people management role, line managers are responsible for all operational aspects of the apprenticeship, specifically but not limited to:

- carrying out local induction
- being committed to supporting the apprentice for the duration of the training programme
- supporting and dealing with any issues in accordance with the apprentice performance framework
- working with and supported by the training provider to ensure that appropriate work is planned to develop the required skills and knowledge
- using the Training Provider's tracking system to monitor the apprentices progress, 'off the job training', ensuring that it meets the minimum of 20%. In addition the line manager should review the quality of the assignments and should use the data to inform their regular 1:1 conversations
- providing informal coaching, guidance and feedback to help apprentices develop knowledge and skills to meet the requirements of the apprenticeship standard
- allocating a mentor and buddy who has the appropriate skills and capabilities for each apprentice to provide additional support
- meeting with the training provider and the apprentice monthly, to discuss their progress and any issues which may need to be addressed
- informing the training provider of any issues which may affect the successful completion of the apprenticeship qualification in the agreed timescale
- conducting risk assessment for the job role
- preparing and guiding the apprentice through their End Point Assessment (including reviewing submissions, mock presentations etc.)

Workforce Development Team

The Performance Development Partners will support line managers to:

- identify apprenticeship opportunities in their areas
- identify suitable training providers to support the relevant Apprenticeship programmes
- develop robust business cases to support the requirement and approval by the Business Services Associate Director
- develop a recruitment strategy and plan
- support the line manager through the recruitment process (e.g. interview, assessment etc.)
- manage the apprenticeship induction day with the Training Provider
- monitor apprenticeship progress against the programme
- prepare the apprentice for the successful completion of their End Point Assessment
- provide a corporate monitoring and reporting facility for council Apprenticeships

Requesting Allocation Of Levy Funding

All requests for Apprenticeship levy funding must be submitted using the business case template available on the staff intranet (Appendix B). Submit your business case for approval via the apprenticeships@slough.gov.uk mailbox.

Business Case review

Your business case will be reviewed and the decision to approve or decline will be made by the Slough Academy Board.

If approved, the Apprenticeship specialist will take you through the next steps required for selection of a training provider, recruitment and selection of the apprentice/s, start date/s, etc.

If declined, you will be provided with feedback setting out the rationale for the decision.

Apprentice Recruitment & Onboarding

All new apprenticeship posts will be recruited to in adherence with the council's existing recruitment policy and procedure - <http://insite/people/recruitment/recruitment-process/>.

In addition to the above, where the organisation is looking to further develop specific professions or disciplines, expressions of interest may be sought from existing colleagues in these 'ring fenced' teams. The rationale and advantage of this approach is that we build on existing knowledge and experience present, rather than recruiting from scratch. It also supports the organisations drive to encourage continuous professional development within service areas and across the council.

The apprenticeship Expression of Interest (EoI) form allows all staff within the service area to show their interest in an apprenticeship training programme (Appendix C).

Where the apprenticeship is a new role and is taken by an internal or external candidate, a new contract of employment will be provided, setting out the terms and conditions including salary defined for the pay level of the role.

Where the apprenticeship is undertaken to further develop an existing candidate in their existing role or discipline, this is classed as 'Continuous Professional Development' (CPD) and there will be no change in salary. The apprenticeship is regarded as a development opportunity.

DBS

All supervisors and trainers directly involved with young and vulnerable adult apprentices must have the appropriate Disclosure and Barring Service check.

People under the age of 18 are legally classed as "vulnerable" – and this should be taken into account when recruiting them as apprentices. However this does not mean that every person coming into contact with the young person must have a Disclosure and Barring Service (DBS) check.

A line manager or supervisor may require a DBS check in the following circumstances:

- where the apprentice is likely to be regularly alone with that adult as part of their work;
- where the placement has a residential component.

Equality Impact Assessment (EIA)

An Equality Impact Assessment, or EIA, is a way of ensuring that this policy and its practices, do not disadvantage any equality group and maximises opportunities to advance equality, diversity and inclusion. An EIA will be conducted every six months and equalities monitoring data will be collected on applicants and appointees to the apprenticeship scheme. (Appendix D).

Apprentice Induction

In addition to the corporate induction, all new employees should also receive a local induction, providing them with fundamental information about the team, location, building, systems and functionality of the team that they have joined etc. A manager's checklist is available on the intranet - <http://insite/people/recruitment/induction/>.

In addition to the standard local induction the line manager should also cover off the following with new apprentices:

- Apprenticeship commitment statement
- training provider meetings
- introduction to the training provider system, our apprenticeship training recording, management and tracking system, where relevant.

Training on the training provider system will be managed by the Apprenticeship specialists for both the line manager and apprentice, where relevant.

'Off the job' training must:-

- be planned, reviewed and evaluated jointly between the apprentice and a tutor/line manager
- allow access as and when required by the apprentice either to a tutor or line manager
- be delivered during contracted work hours
- be delivered through one or more of the following methods:
 - The teaching of theory (e.g. lectures, role play, simulation exercises, online learning, self-directed learning or manufacturer training)
 - Practical training: shadowing; mentoring; industry visits and attendance at conferences
 - Learning support and times spent writing assignments/assessments
 - Be formally recorded, either in a diary, workbook or software program and can be verified by the use of a timesheet.

'Off the job' training does **not** include the following.

- Functional skills training- e.g. English and maths (up to level 2/new GCSE 9-4), where the assessment plan states that the individual must either have achieved this level or gain it during their apprenticeship.
- Progress reviews or programme assessments needed for an apprenticeship standard.
- Training which takes places outside the apprentices normal working hours.

It is important to consider the health and safety requirements for the apprentice at the start of, and during, their employment. In cases where we may be recruiting a young person under the age of 18, an additional risk assessment (Appendix E) should be completed that takes into account the following.

- risks to all young people under 18 years of age, before they start work;
- their psychological or physical immaturity, inexperience, and lack of awareness of existing or potential risks;
- control measures introduced to eliminate or minimise the risks, so far as is reasonably practicable.

Apprenticeship Pay, Terms and Conditions

All new apprentices recruited into SBC will be employees of the council, on the council's terms and conditions and will receive pay that is commensurate with the role and level.

SBC pay, terms and conditions can be found on the intranet - <http://insite/people/>

The minimum duration for an apprenticeship is one year.

Where an apprentice has completed the learning before 12 months, training must continue for the minimum duration of the training programme set.

Should the apprentice be part time, the duration of the training programme will need to be extended pro-rata to ensure the apprentice is able to complete all the required modules.

At the end of the Apprenticeship Training Programme, if successfully completed, the apprentice will be able to apply for the job for which they have been trained and qualified to perform, if the role is available.

There can be no guarantee of substantive employment at the end of an Apprenticeship Training Programme for new apprentice posts. However, wherever possible, the council will seek to permanently employ an apprentice at the end of their successfully completed training programme, should the apprentice wish to remain with us.

If towards the end of the Apprentice Training Programme, a substantive post is not available for an apprentice to apply for e.g. due to organisational change/restructure and the apprentice has successfully completed their training programme, the apprentice will be placed 'at risk' and every effort will be made to redeploy them. Please refer to the SBC Redeployment policy - <http://insite/people/hr-policies/redeployment/>

Apprentices have the right to attend college and take examinations. 20% of the apprentice's working hours will be in relation to study time, either at college or away from work.

Continuation of the apprenticeship will be dependent upon adequate attendance and performance at work and at their place of study.

Apprentices must comply with the review and monitoring arrangements for their particular training programme in accordance with the SBC Apprenticeship Performance Framework.

Should an apprentice be absent (from work and /or study) for any statutory reason i.e. adoption, maternity, paternity etc., their Apprenticeship Training Programme will be extended to enable them to complete their apprenticeship.

The council will support apprentices who need to take a break in learning for over 4 weeks where they plan to return to work and it is agreed by their manager. Reasons for this could include medical treatment, parental or personal reasons, but would not include short-term absences, such as annual leave or occasional sickness.

Existing employees' amendments to pay and terms and conditions will be dependent upon the nature of the selected Apprenticeship Training Programme. However, where an existing employee wishes to undertake an apprenticeship as part of Continuous Professional Development (CPD) and remains in their current role, their terms and conditions will remain unchanged, just as would happen when they take any other training agreed.

Employment Hours

Apprenticeships can be full time or part time. If part time and less than 30 hours a week:

- the minimum duration of the apprenticeship must be extended on a pro rata basis
- 20% of any hours contracted must be given to off-the-job training

Therefore, if the apprentice works fewer than 30 hours a week, the council will extend the duration of the training programme to accommodate this where feasible. This will also apply to any temporary period of part-time working.

Changes to an Apprenticeship

The council will consider a change to an apprenticeship level within the first 3 months of the Apprenticeship, subject to there being no additional costs to the organisation.

Performance Reviews

Throughout their employment the apprentice will be expected to undertake performance reviews in accordance with SBC policy and the Apprenticeship Performance Framework.

Leaving SBC whilst undertaking an Apprenticeship

If an apprentice leaves the council, their Apprenticeship Training Programme with the council will cease and the appropriate notice will need to be provided.

Levy funding cannot be recouped from an employee leaving the organisation, in accordance with the government Apprenticeship funding rules.

Apprenticeship Training Programme Complaints

If an apprentice is not satisfied with the quality of the training they are receiving from their training provider, they should in the first instance discuss this with their line manager who will determine the appropriate course of action.

If there is no satisfactory resolution, this can be escalated to the Slough Academy to investigate and take the necessary action.

If an apprentice is not satisfied with the level of support they are receiving from their line manager, they should discuss this with the line manager and attempt to resolve this informally, with support and guidance from the Slough Academy apprenticeship specialists if necessary. Should this prove unsuccessful, the apprentice should refer to the council's Grievance Policy and Procedure for further guidance.

Appendices

Appendix A

SBC Apprenticeship Performance Framework

<http://insite/people/more/the-slough-academy/>

Appendix B

Apprentice Business Case Template

<http://insite/people/more/the-slough-academy/>

Appendix C

Apprenticeship Expression of Interest form

<http://insite/people/more/the-slough-academy/>

Appendix D

Equality Impact Assessment – Service

<http://insite/people/diversity-and-inclusion/equality-impact-statements/>

Appendix E

Code of Practice and Risk Assessment template

<http://insite/people/health-and-safety/codes-of-practice/>
<http://insite/people/health-and-safety/hs-templates/>

Appendix F

New Apprentice/New Role recruitment workflow

<http://insite/people/more/the-slough-academy/>

Appendix G

Existing Employee via CPD recruitment workflow

<http://insite/people/more/the-slough-academy/>

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment and Appeals Committee

DATE: 6th April 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 January 2021

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 3rd June 2020 which is concluded. Recruitment continues for the remaining vacant AD positions in line with SBC recruitment procedures. .

5. Phase 2 - Update

- 5.1 The Phase 2 consultation was launched on the 4th November 2020 and closed on the 21st December 2020
- 5.2 Following the consideration of all the responses by Executive Directors and Associate Directors with the Chief Executive, a consultation response was issued

in January 2021. The council is currently implementing the outcomes of the consultation. All at risk staff have had priority to be considered for all vacant posts and continue to be presented with any new opportunities that are arising.

- 5.3 Recruitment to remaining vacant posts will continue in line with our existing policies and practices.

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, although in line with our operational needs, we will continue to use agency and/or fixed term contracts in appropriate areas where it can be demonstrated that there is a critical business need. This will of course be kept to an absolute minimum and be authorised on a case by case basis supported by approved business cases.

7 Timescales

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

Consultation period – completed	4 th November to 21 st December 2020
Implementation of proposals – currently in progress	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 1st 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 We continue to closely monitor costs and savings from the programme. The full impact of savings will not become available until the organisation has settled into its new operating model later in the year. There are savings and efficiency targets from the programme contained within our MTFS which will also continue to be closely monitored throughout the year.

9. Appendices

None

10. Background Papers

None

MEMBERS' ATTENDANCE RECORD 2020/21

EMPLOYMENT AND APPEALS COMMITTEE

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

This page is intentionally left blank