

Date of issue: Monday, 6 June 2022

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Ali (Chair), Bal, Ajaib, Basra, M. Bedi, Gahir, Grewal, Qaseem and Smith)
DATE AND TIME:	TUESDAY, 14TH JUNE, 2022 AT 6.30 PM
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	MADELEINE MORGAN 07736 629 349

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.



GAVIN JONES
Chief Executive

AGENDA

PART 1

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
APOLOGIES FOR ABSENCE			
CONSTITUTIONAL MATTERS			
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 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>		
2.	Minutes of the Meeting held on 12th April 2022	1 - 4	-

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

SERVICE IMPLEMENTATION ISSUES

3.	Apprenticeship Report	5 - 12	All
4.	Temporary Agency Staff Report	13 - 22	All
5.	Date of Next Meeting - 12th October 2022	-	-

Press and Public

Attendance and accessibility: You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

Webcasting and recording: The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

In addition, the law allows members of the public to take photographs, film, audio-record or tweet the proceedings at public meetings. Anyone proposing to do so is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Emergency procedures: The fire alarm is a continuous siren. If the alarm sounds immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.

Employment & Appeals Committee – Meeting held on Tuesday, 12th April, 2022.

Present:- Councillors Ali (Chair), Brooker (Vice-Chair), Basra, Bedi, Carter, Dhaliwal, Gahir, Qaseem and Smith

Apologies for Absence:- none

PART 1

22. Declarations of Interest

None were declared.

23. Minutes of the Meeting held on 16th February 2022

Resolved – That the minutes of the meeting held on 16th February 2022 be held as a correct record.

24. Gender Pay Gap Report

The Diversity and Inclusion Lead provided the Committee with an overview of the Gender Pay Gap Report for 2021. The main message was that overall gender equality remains a strength at Slough Borough Council. Nevertheless the Council was committed to continuing to improve gender equality in its workforce through the range of recommendations set out in the report.

Members raised questions on the timeline for policy reviews within the report, on the distinction between mean and median statistics, and on the quite high degree of volatility in the reported figures. It was explained that there was a HR schedule of policy development and that further information and details on timelines and dates for the HR Policy Schedule Review would be provided to the Committee. On the mean and median statistics the Diversity and Inclusion Lead acknowledged that the Council would carry out more analysis and break the figures down further as improvements in the Agresso system would mean improved data interrogation ability. On the high degree of volatility in figures, it was explained that this was partly due to just 2 years figures being presented in the report, and that the transformation programme and restructure had had an impact on statistics, for example in Phase One of the restructure the Council's senior leadership was significantly reduced in number.

Some Members also raised concerns on the number of women in apprenticeship programmes and the number of women in Director-level appointments. It was explained that the subject of apprenticeships would be covered in more detail under Item 5 of the Agenda in the Annual Workforce Profile Report. On the lower number of women in Director-level positions, the Diversity and Inclusion Lead acknowledged that there was no easy answer on this, as such appointments would depend on the candidates available and the

Employment & Appeals Committee - 12.04.22

layer from which they were being recruited. It was common that part-time working and caring responsibilities increased for women later in their careers. The main priority for Slough Borough Council was that those who wanted to progress were given the opportunity to do so.

Members also suggested that it was important, in the report recommendations, to highlight areas where the Council was doing well and getting things right as well as making new recommendations, so as not to lose any of the best practices that were already in place. There was also a reminder on recruitment policy that the workforce of the Council should represent the community it serves.

Finally Committee Members made a general request that where specific questions were asked which could not be answered immediately, that the answer be provided by email to all Committee Members following the meeting rather than waiting for the next Committee Meeting. The Associate Director, Customer & HR agreed to this request.

At the conclusion of the discussion, the report and associated recommendations were noted.

Resolved – that details of the report be noted.

25. Temporary Workers Report

The Employee Relations and Policy Manager outlined the key points of the Temporary Workers Report, highlighting that since the last report there had been a slight increase in the number of temporary workers and a breakdown of these by Directorate had been provided in the report. The report also presented answers to questions that had been raised at the last Committee meeting in February.

The main concerns of Committee Members were around the number of temporary workers who had been employed by the Council for 3 or more years in the same placement, and the high number of leavers during the reporting period. On temporary worker placements of 3+ years, it was explained that these were mainly for difficult to fill positions, and that a recent recruitment campaign for permanent staff in adult social care had taken place which sought to bring down these figures. Members appreciated this but also noted that other categories such as admin and clerical showed high levels of 3+ years temporary placements, and suggested that perhaps the directorates involved needed to be more proactive in addressing this issue. On the high number of leavers, the Employee Relations and Policy Manager confirmed that all members of staff who resigned were offered an exit interview. Members requested further detail on the reasons given in exit interviews for staff leaving Slough Borough Council, and it was agreed that officers would look to see what more could be provided in a summarized and anonymized form to maintain confidentiality.

Employment & Appeals Committee - 12.04.22

Members also requested further detail at a future point on statistics which did not include finance services, as the high numbers of temporary workers in this section currently distorted the overall figures; and also statistics for leavers for the whole year rather than 3 months as provided in the report. The Employee Relations and Policy Manager agreed to provide this.

In answer to further questions it was confirmed that in cases of long-term (over 6 months) sickness absence, different options were explored by managers on a case by case basis for adapting the employee's role or offering an alternative role, and that the sickness policy is currently under review. It was also confirmed that managers would always look to consider fixed-term contracts rather than extending agency contracts when it came to renewal or extension of agency contracts for temporary workers.

In answer to a question on the current number of employment tribunals it was confirmed that there were 9 employment tribunals that were currently underway (which was down from 13 at the time of the last report). At Members' request it was agreed that further (anonymized) details on current tribunals could be shared with members.

Resolved – That details of the report be noted.

26. Annual Workforce Profile Report

The Interim HR Group Manager introduced the Annual Workforce Profile Report, highlighting that the report gave figures as at the end of March 2022 and would be used as the basis of all future annual workforce reports.

Members had questions on the apprenticeship programme, and whether the scheme recruited apprentices from local schools or looked-after children. It was explained that the apprenticeship scheme was an internal programme and was based on business need. The Interim HR Group Manager suggested that a report on the apprenticeship programme be brought to the next Committee, to which Members agreed.

Several Members also passed on concerns from some of their constituents that it could be very difficult for members of the public to reach Council employees by telephone, and raised the question of whether Council workers had returned to working in the office. It was confirmed that there was now an increase in Council staff returning to the office to work, but also an acknowledgement that hybrid working would be the new normal practice for many Council employees.

Some Members remained concerned at the low disclosure levels on ethnicity and disability by Slough Borough Council employees, and it was explained that this data was now captured in anonymized form during the recruitment process from all applicants, so would be in the system for any new employees joining the Council. Members requested further details on ethnicity statistics to be made available on a regular basis, and there was also a request for

Employment & Appeals Committee - 12.04.22

statistics on how many current Council employees lived in Slough, which the officer agreed to provide.

Members also requested an update on the Council's renewal and recovery plan which had been outlined at the previous meeting in February, and it was noted that an interim plan had been approved by Cabinet on 29th March.

The Chair asked for figures for how many qualified officers registered with British Institutions were currently employed in the Highways Department of the Council, as this question had been raised in a previous meeting which had not yet been answered.

At the conclusion of the discussion, the Annual Workforce Profile for 2021/22 was noted.

Resolved – that the report be noted.

27. Members Attendance Record 2021/22

Resolved – That details of the Members Attendance Record 2021/22 be noted.

28. Vote of Thanks

Councillor Dhaliwal proposed a vote of thanks for the Chair, Vice Chair and all officers for their work in supporting the Employment and Appeals Committee over the municipal year.

The Chair proposed a vote of thanks to Councillor Dhaliwal for his work and service on the Employment and Appeals Committee as this would be his last Committee meeting.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.12 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 14th June 2022

CONTACT OFFICER: Surjit Nagra, Associate Director, Customer

AUTHORS: Edwin Fernandes Workforce Development Manager

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

APPRENTICESHIP REPORT**1 Purpose of Report**

Following the request from the committee at the last meeting in April, this report provides an update on the current status of Apprenticeships in Slough Borough Council and progress made.

2 Recommendation(s)/Proposed Action

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

Commissioners Review

Commissioners have reviewed this report.

3 Project Update**3.1 Apprenticeship Update Summary**

The Slough Academy was originally created to set up and manage the Apprenticeship framework in SBC, in response to the new Apprenticeship reforms.

The aim of the Apprenticeships was to upskill the existing workforce and create new job opportunities for recruits of all ages and at all levels to achieve professional standard qualifications. The benefit to the organisation would be from receiving a return on investment.

Within the first six months, we had already launched Apprenticeships in the council and had created a process and supporting documentation to successfully take us forward. We are now in our third year and Apprenticeships have become business as usual, where we have used these to address some hard to fill roles and prepare staff to take on agency roles. Our focus to achieve this is ongoing (see Appendices A & B which illustrate our current breadth and scope).

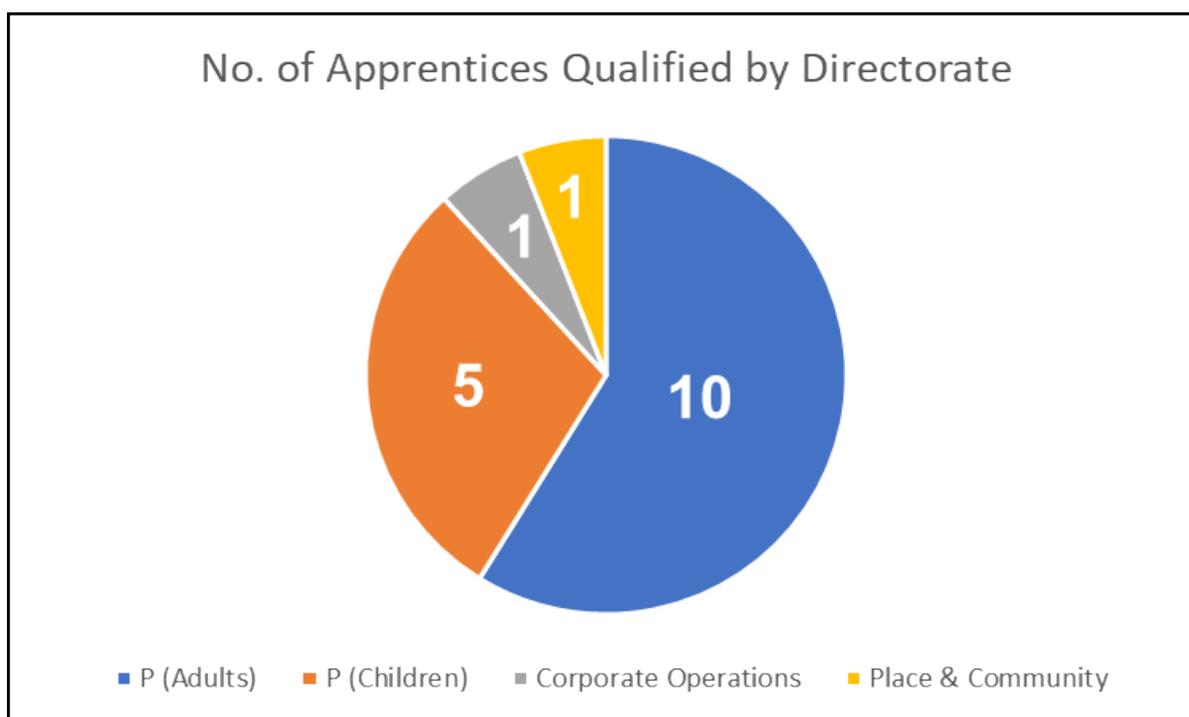
As part of the Our Futures organisational restructure, the ownership of Apprenticeships has been incorporated into the role of the new Workforce Development team.

In order to reach the widest audience, in addition to the traditional methods of recruitment, we also promote Apprentices using social media, Facebook, Linked In, Twitter and Instagram. Everyone can identify Slough Borough Council apprenticeship vacancies through any of these media.

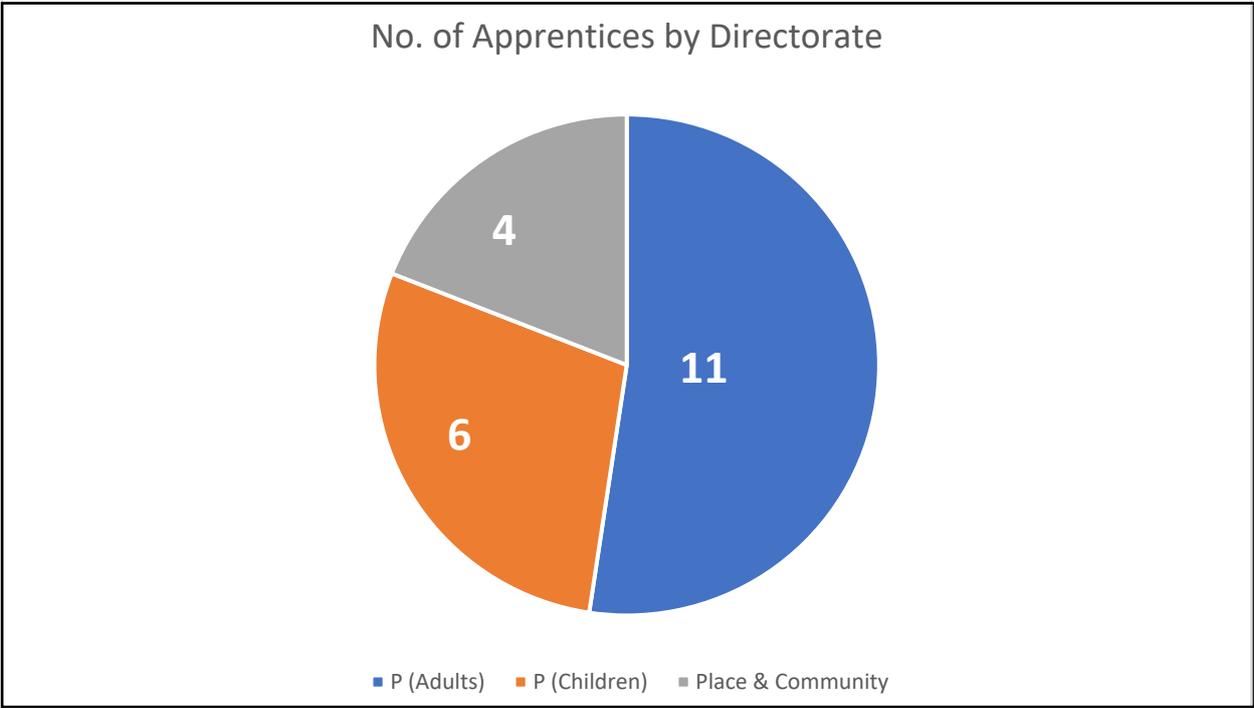
Slough Children's First are always sent vacancies to promote these opportunities for Children Looked After as a standard practice.

In addition to the above we have also worked closely with schools to promote Apprenticeships. We have shared guidelines for introducing Apprenticeships into schools on their hub site, as well as how they might develop apprenticeships for both teaching staff and administration roles. We have continued to provide advice and encourage schools to promote apprenticeships. We are aware that one school now has an apprenticeship in flight, undertaking the Early Years Educator Level 3 programme.

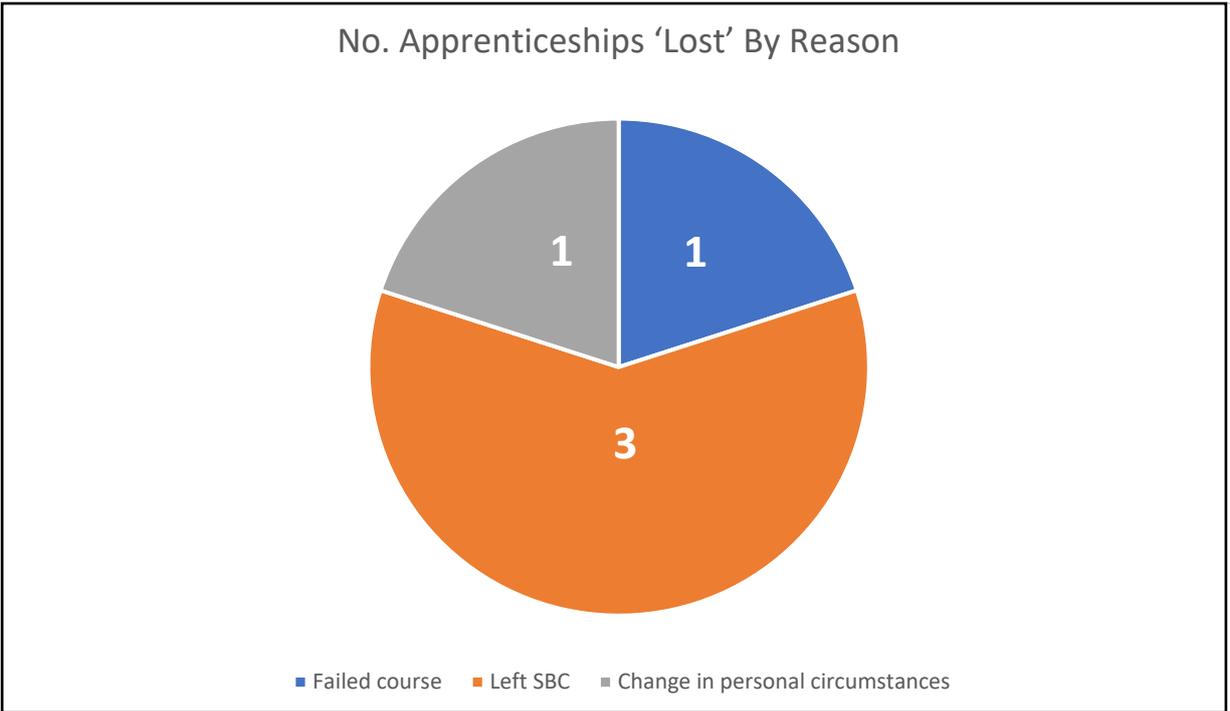
Since our last report in April 2021, we have had a further 6 Apprentices successfully achieve their qualifications taking our tally to 17, across all 4 directorates. See Appendix A for a full breakdown.



At present we have 21 Apprentices in flight, with another 2 new apprenticeships in process. We have 11 different programmes spanning 3 of our 4 directorates. See Appendix B for a full breakdown.



5 of our original apprenticeships have not progressed over the last financial year for the following reasons shown in the diagram below.



We encourage diversity and inclusivity and our Apprentices have the following broad diversity profile. The following table sets out the diversity of our inflight apprentices.

We have set out below our current Apprenticeship candidate profiles, for your reference.

Gender Profile	Nos.
Female	12
Male	9

Ethnicity Profile	
White - British/White European	6
Black, Asian Minority Ethnic (BAME)	11

Age Profile	
20-29 year olds	8
30-39 year olds	7
40-49 year olds	3
50+ year olds	3

The above data demonstrates that we offer equal opportunities to all existing staff and new recruits.

Additionally, 71% of our apprentices are Slough residents.

3.2 Challenges

The impact of the Our Futures restructure programme has led to a slowing down in development of new Apprenticeships in the organisation. Managers have been reticent to promote apprenticeships as they were not clear what the restructure would look like, who would be retained, what the new roles would encompass and if there would be enough resources in new teams to support apprenticeships in their area.

The churn in the organisation has also meant that some teams that would have normally taken on apprentices do not have sufficient resources in the team to both support business as usual services, the apprentice development on the job and the 20% absence due to study leave (this is a mandatory requirement of the levy).

The Workforce Development team itself were impacted by the restructure, which has resulted in re-prioritisation of work to support the wider training and development agenda.

As a result, the focus on Apprenticeships has been diluted, and we expect our management community to be more proactive in seizing and managing these as we highlight new programmes or opportunities.

We recognise that we also face competition for Apprentices from the following:

-

- Commercial organisations in the Thames Valley and London areas (London being a short commute).
- Other Local Authorities.

In addition, we potentially face a loss in 'brand' attraction, following the announcement of our section 114 and negative press, when we post

vacancies externally. We have seen this in our experience of other recruitment exercises.

Previous experience has demonstrated that functional skills (Maths and English) present a barrier to an apprenticeship, both internally and externally, as without these apprentices will not pass the apprenticeship programme and not be awarded any qualification (Apprenticeship Levy Rules).

The BBC have reported the following:-

‘At least 55 of the largest employers in England have each released more than £1m back to the government which was meant to be spent on apprentices. In total around 5,000 English employers relinquished more than £400m of funding raised by the apprenticeship levy in the first eight-month period when sums could expire.’

Source: <https://www.bbc.co.uk/news/uk-politics-51505625>

In the face of these challenges we are taking the following action:-

- Continue to flag new programmes which become available to our service managers where appropriate and set clear expectations of what this involves, roles and responsibilities
- Highlight to our HR Business Partner colleagues that apprenticeship opportunities may present an alternative solution when discussing recruitment/reorganisation in the business
- Increase capacity Workforce Development Team, by recruiting to current vacancies in the team
- We continue to lobby the EFSA to change the Levy rules and allow all organisations to use the levy pot for salaries also, which would allow us the funds to recruit more apprentices into the organisation. Most organisations are not meeting the apprenticeship levy target and there have been calls for reform.

APPENDIX A – Qualified Apprenticeships Breakdown

Qualified Apprentices		As @ 13/5/2022				
Programme Name	Directorate	Completed	Apprenticeship Level	No. of Apprentices	Cost per person (£)	Levy fund spent (£)
Lead Adult Care Worker	P (Adults)	Jan-20/Aug-21	3	5	3,000	15,000
Leader in Care	P (Adults)	Jul-20	5	1	2,000	2,000
Adult Care	P (Adults)	Oct/Nov-20	2	3	3,000	9,000
Commercial Procurement Supply	P (Adults)	Oct-21	4	1	9,000	9,000
Children Young People	P (Children)	Sep-20	2	1	1,800	1,800
Children Young People * now undertaking L3	P (Children)	Sep-20	2	4	1,800	7,200
Customer Service	Corporate Operations	Jan-22	2	1	3,500	3,500
Town Planning Technical Support	Place & Community	Jan-22	3	1	9,000	9,000
TOTALS				17		56,500

APPENDIX B – In Flight Apprenticeships Breakdown

In Flight		As @ 13/5/2022				
Programme Name	Directorate	Planned Completion date	Apprenticeship Level	No. of Apprentices	Cost per person (£)	Levy fund spent (£)
Commercial Procurement & Supply	P (Adults)	Jul-21	4	2	9,000	18,000
Operations Departmental Manager	P (Adults)	Jun-22/July-23	5	3	7,000	21,000
Occupational Therapy	P (Adults)	Dec-24/Feb-26	6	2	24,000	48,000
Social Work	P (Adults)	Jan-23/Mar-24	6	4	23,000	92,000
Early Years Educator	P (Children)	Jun-22	3	5	5,400	27,000
Early Years Educator	P (Children)	Jan-22	3	1	6,000	6,000
Civil Engineering Technician	Place & Community	Jan-24	3	1	12,000	12,000
Surveying Technician	Place & Community	Feb-22	3	1	9,000	9,000
Building Control	Place & Community	Sep-24	6	1	24,000	24,000
Housing/Property Management	Place & Community	May-22	3	1	7,000	7,000
TOTALS				21		264,000

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

DATE: 14 June 2022

CONTACT OFFICER: Surjit Nagra, Associate Director – Customer / HR

AUTHORS: Dipak Mistry, Employee Relations & Policy Manager

(For all enquiries) (01753) 875727

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

TEMPORARY WORKERS**1 Purpose of Report**

1.1 This report provides Members of the committee with an update on the Council's spend and use of temporary / agency workers for the financial year 2021/22.

2 Recommendation(s)/Proposed Action

2.1 The Committee is requested to note the report.

Commissioners Review

Commissioners have reviewed this report.

3 Slough Joint Wellbeing Strategy and the JSNA

- 3.1 The provision of temporary workers does not directly impact on the Slough Joint Wellbeing Strategy.
- 3.2 The provision does, however, enable the Council to deliver its services to the community through the provision of specialist skills or replacement labour when and where required.
- 3.3 Future reports will focus on the links with and the outputs from the ongoing work on responding to the directions and the recovery plan.

4 Other implications

(a) Financial

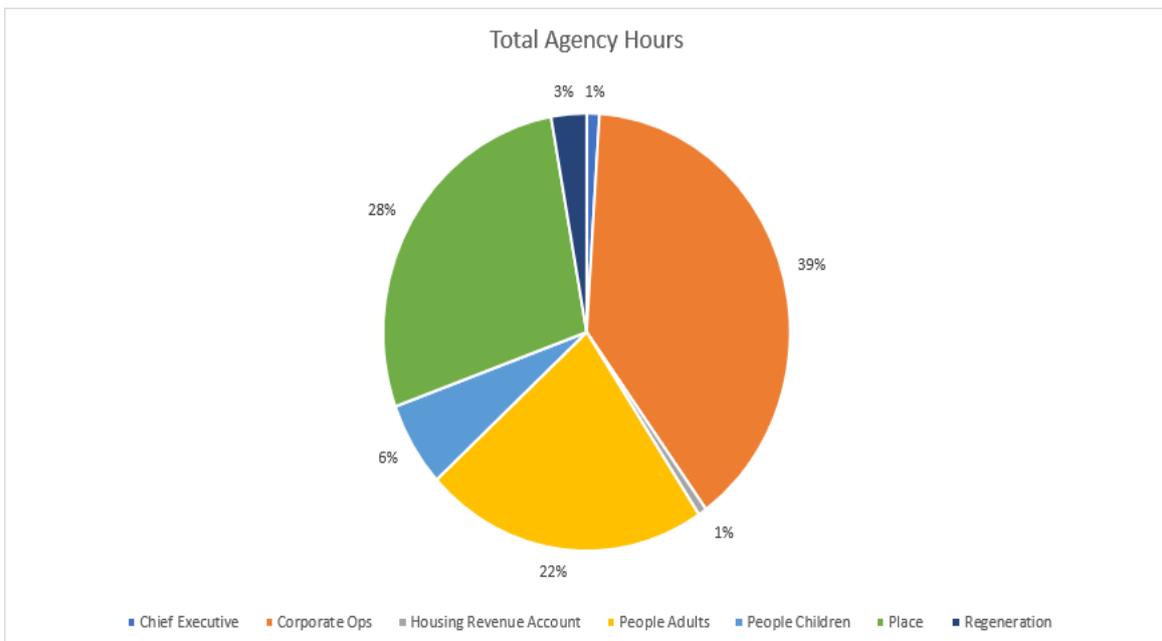
The expenditure on agency and temporary workers for the budget year 21/22 was £15 million. This is a reduction from the previous year's overall spend (£15,570,246) of £505k. The full year breakdown of each quarter is as follows:

Quarter Period	Total expenditure	Increase - ↑ Reduction - ↓ Unchanged - ↔
1 – April – June 2021	£3,917,935	↑
2 – July to September 2021	£3,458,870	↓
3 – October to December 2021	£3,705,442	↑
4 – January to March 2022	£3,982,993	↑
Total	£15,065,240	↓

The above spend for the financial year 21/22 ended with a reduction of £505k. The key outlier was Corporate Operations for this budget year. Chart 1 below summaries particular areas of usage, followed by a more detailed review of impact on spend in section 5.

Chart 1 – Summary Usage

This chart shows the highest percentage of use of temporary / agency workers has been in Corporate Operations with 39% in Finance, IT and Customer Services, showing the most significant use of agency. Followed by Place (28%) with spend in departments such as DSO, Commercial, Housing, Council Tax. In Adult Social Care (22%), the departments with high usage are Social Workers, OT's, Public Health (Contract tracing). Finally, People - Children Services, the key department with significant usage is Early Years due to national shortage of Early Years Practitioner's.



(b) Risk Management

The key risk for the council is the inability to deliver services where skills shortage and turnover of staff are creating gaps, which must be filled with the short-term

use of agency / temporary workers. As a long-term issue this risk must be balanced against the over reliance on agency workers and the longer-term use of agency workers where recruitment to permanent roles is unsuccessful. The functional capability assessments being undertaken by the council, as requested by the Commissioners, will support the reduction of agency spend through the functional realignment of services and a clear focus on 'growing our own,' investing in training and development, and structured career progression to attract permanent members of staff. Fully costed recovery plans have been developed which outline proposals to realign services to secure permanent resources.

(c) Legal Implications

There are no Legal implications.

(d) Equalities Impact Assessment

The council does not hold equalities data on agency or temporary workers as they are not council employees. In schedule 2a of the Matrix contract requires monitoring of agencies are required to sign and upload, to Matrix CR, a copy of Matrix's Supplier Addendum and Diversity Policy, which will also include adherence to any specific policies the council holds. Section 19.7 of Matrix contract complies with requirements of Equality Act 2010. This will be reviewed at the next Matrix contract review meeting in June 2022 in response to the Corporate Plan. Annually agency workers will be encouraged to engage with SBC's Staff Survey.

(e) Workforce

There are no implications for permanent staff. Priority is given to any staff member that is displaced following a restructure to apply for any suitable vacant posts where they have transferrable skills.

5. Background

- 5.1 The Council continues to offer roles to staff on a permanent basis. Opportunities for vacant roles are advertised internally first, and where there are roles with an associated skills shortage, they are advertised both internally and externally at the same time. Services are also seeking expression of interest in the service of any staff member who wishes to 'act up' into a vacancy that occurs as part of the commitment to give development opportunities to staff.

The turnover of staff continues to be a cause of concern as this is affecting services with key specialist skills / knowledge requirements. See **Appendix 3** for Leavers Information over the past 12 months. The data in the appendix evidences the impact of the transformation programme on staff. Staff have either left as a direct consequence of the programme or have left as they have not felt they did not know the direction the Council was moving in. On top of this the S114 and the current financial pressures are also now cited as a reason for leaving. Staff are leaving to join organisations which can offer security for the long term, which due to the increase in the cost of living is important for staff.

In addition, the data collated provides positive comments supporting that the council has a good working environment that is equally inclusive and diverse place to work, as well as being an employer of choice.

The areas for focus on retention include management developing improved ways of engaging and listening to improve staff confidence as well as focussed career conversations to improve retention.

The previous point has resulted in the need to engage additional temporary / agency workers to cover posts in order to maintain critical services for our residents. Whilst the preferred approach is to take on permanent employees, this is not always possible. The competition in the local and now increasingly national/global labour market means that most employers are attempting to source high knowledge/skilled employees in an increasingly competitive market.

5.3 The national ONS labour market data indicates the number of job vacancies in January to March 2022 rose to a new record of 1,288,000. However, the rate of growth in vacancies continued to slow down. Over the quarter the number of vacancies increased by 50,200 with the largest increase in health and social work.

6. Monthly Live placements temporary / agency workers

Table 2 below illustrates the number of monthly ‘live; placements of temporary / agency workers within the organisation during the months between November 2021 to March 2022, showing the number agency workers reduction by 1%.

Month End	Live placements at end of month	The percentage below represents the portion of agency worker vs our total workforce	Increase - ↑ Reduction - ↓ Unchanged - ↔
November 21	225	19%	
December 21	237	20%	
January 2022	237	20%	
February 2022	254	25%	
March 2022	251	24%	

7. Up-date on Matrix

The contract is managed in line with the agreed key performance indicators in **Appendix 2 – Performance KPI's**. Monitoring meetings are held with Matrix monthly to review compliance; with the KPI against our contract this includes discussion on KPI 'measures as outlined in **Appendix 2**; review of specific challenges in hard to recruit roles or those requiring specialist roles. This includes specific discussions on reducing fees by transferring agency workers to CDL contracts to further reduce fees and where roles could be converted to fulfil permanent approved vacancies, where savings could be explored.

Data from monitoring meetings with Matrix is shared with HR Business Partnering team to explore the need for agency usage and consider benefits of alternative options vs agency usage and business need.

7.1 Key activity to reduce agency spend

To address the reduction in agency spend across the organisation the following work is on-going:

- a. To reduce spend in Corporate Operations the Finance Department is due to launch a Finance restructure and consultation, scheduled for launch in June 2022. Once the restructure is completed and in place it should contribute to reduction in agency spend as we appoint to the permanent new structure.
- b. As above the IT Department is currently preparing for restructure and consultation which is planned for July 2022 to support the reduction in spend. Similarly, the HR function review will follow.
- c. Each month work continues within each directorate to encourage agency workers to move into permanent vacant positions where posts have received approval to recruit.
- d. Agency worker renewals continue to be monitored requiring a business case approval at the Directorate Expenditure Control Panels to enable relevant scrutiny and challenge, with directorate discussions at the panel to reduce the spend.
- e. The HR Business Partnering team continue to work with each of the directorate managers to review their current usage of agency workers to ensure the need to continue with the placement.
- f. Scrutiny of leavers information (in Appendix 3) and exit data to consider trends in business-critical services or roles that are hard to recruit vs the recruitment data is being cross referenced.
- g. A recruitment and retention strategy is being developed to consider the national picture of recruitment problems and retention. This will link to the planned organisational change programmes due to take place in many directorates across the council to support the Corporate plan and review of functional capability assessments to address workforce challenges facing the council.

8. Background Papers

None

9. Appendices

Appendix 1 – Summary of specific types of roles of all agency/temporary workers

Appendix 2 – Performance KPI'S

Appendix 3 - Leavers Information (Employees) 12 months

Appendix 1 – Summary of specific types of roles of all agency/temporary workers at March 2022

Job Title	Job Category	Services	Directorate
Qualified Social Worker (Level 7)	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
CONTACT TRACER COVID-19	Public Health	Public Health	People (Adults)
Long-term Occupational Therapist OT Standby Level 7	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
Early Years Practitioner	Education including Early Years	Children, Learning and Skills	People (Children)
Housing Benefits	Housing, Benefits & Planning	Building Management	Regeneration
Planning Officer (Level 7) (Housing)	Planning	Planning and Transport	Regeneration
Project Officer/Implementation Officer	Planning	Place	Place
Project Manager- Capita Implementation (Level 9)	Housing, Benefits & Planning	Housing	Place
Project Officer/Implementation Officer	Housing (People) Services	Place & Development	Place
Operative (DSO)	Manual Labour	Direct Service Organisation	Place
Housing Revenue; Housing	HRA Housing Development	Management	Place
Structural Checking Engineer	Facilities & Environmental Services	Place	Place
IT Server Engineer	IT	Digital and Strategic IT	Corporate Operations
IT Project Manager	IT	Digital and Strategic IT	Corporate Operations
IT Infrastructure Engineer	IT	Digital and Strategic IT	Corporate Operations
Desktop Support Analyst	IT	Digital and Strategic IT	Corporate Operations
Digital and Strategic IT Support	IT	Digital and Strategic IT	Corporate Operations
IT Support roles (working on S114)	IT	Digital and Strategic IT	Corporate Operations
Customer and Communications	Revenues / Benefits	Customer	Corporate Operations
Customer	Revenues / Benefits	Housing, Benefits & Planning	Corporate Operations
Principal Financial Analyst	Finance	Finance	
Finance Business Partner, Lead; Financial Assessment, Commercial; Financial Assessment	Executive - Covering Vacancies	Finance	Corporate Operations

Appendix 2 – Performance KPI'S

Measurement	Target Service Level	Frequency of Activity/Monitoring	Apr-22
The Service Provider will fill all Assignments where CVs are not requested to the specified timescales	98.00%	Monthly, based on a rolling quarter	100% excluding Early Years 85%
Urgency	Timescale		
Within 4 hours	Within 30 minutes		
Within 24 hours	Within 1 hour		
Within 3 working days	Within 4 hours		
Otherwise	Within 48 hours		
Percentage of roles where number of accepted CVs requested is matched by number of CVs supplied by the Service Provider	98.00%	Monthly, based on a rolling quarter	100%
Percentage of assignments where there is supply of a suitable Temporary Worker, accepted by the Hiring Manager,	98.00%	Monthly, based on a rolling quarter	100%
Percentage of appointed Temporary Workers completing the assignment	90.00%	Monthly, based on a rolling quarter	100%
The Service Provider will satisfactorily close all complaints within 28 working days of receipt.	100%	Monthly from start of contract	100%

Appendix 3 - Leavers Information (Employees) 12 months

Below the data shows that SBC had a total of 259 leavers from **1 April 2021 to 31 March 2022** and provides the reasons for leaving and the types of posts that recorded as leavers.

Number of leavers 1/4/21 to 31/3/2022 TOTAL = 313	Reasons for leaving
156	Voluntary Resignations
8	Dismissals
21	Retirement
16	End of FTC
109	Redundancy
2	Settlement
1	TUPE
EXIT Interview feedback overall summary and no of responses (16)	
Environment - It was a good environment to work in	12 responded Yes, vs 3 responded no
Communication - I was kept up to date with OD via internal comm.	14 responded Yes, vs 1 response no
Employer of Choice - I would recommend SBC as an employer(T)	8 responded Yes, vs 8 responded no
Culture of SBC - How would you describe the culture of SBC?	Top responses: Inclusive and welcoming and Diverse