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NOTICE OF MEETING



EMPLOYMENT PANEL

will meet on

TUESDAY, 29TH NOVEMBER, 2016

At 6.30 pm

in the

DESBOROUGH 4 - TOWN HALL, MAIDENHEAD

TO: MEMBERS OF THE EMPLOYMENT PANEL

COUNCILLORS LISA TARGOWSKA (CHAIRMAN), EILEEN QUICK (VICE-CHAIRMAN), PHILLIP BICKNELL, PAUL BRIMACOMBE, STUART CARROLL, DR LILLY EVANS, LYNNE JONES AND MJ SAUNDERS

SUBSTITUTE MEMBERS

COUNCILLORS CHRISTINE BATESON, SIMON DUDLEY, DAVID HILTON, JACK RANKIN, JOHN STORY, EDWARD WILSON, MALCOLM BEER, SIMON WERNER AND SAMANTHA RAYNER

Karen Shepherd - Democratic Services Manager - Issued: Monday, 21 November 2016

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **Karen Shepherd** 01628 796529

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence	
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest	5 - 6
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 18 October 2016	7 - 12
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5.	<u>EXIT INTERVIEWS - ACTION PLAN FOR STAFF TURNOVER</u> To consider the above report	39 - 54
6.	<u>LIST OF DELEGATIONS</u> To consider the above briefing note	55 - 62
7.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 8-11 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"	

PRIVATE MEETING

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|-----|---|---------|
| 8. | <p><u>MINUTES</u></p> <p>To consider the Part II minutes of the meeting held on 18 October 2016</p> <p><i>(Not for publication by virtue of Paragraph 1, 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> | 63 - 64 |
| 9. | <p><u>ADULTS CHILDREN'S AND HEALTH DIRECTORATE - REDUNDANCY PROPOSAL</u></p> <p>To consider the above report</p> <p><i>(Not for publication by virtue of Paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> | 65 - 72 |
| 10. | <p><u>PAY REWARD SCHEME OPTIONS</u></p> <p>To consider the above report</p> <p><i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> | 73 - 90 |
| 11. | <p><u>SUPPORT SERVICES FOR DELIVERING DIFFERENTLY</u></p> <p>To consider the above report</p> <p><i>(Not for publication by virtue of Paragraph 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> | 91 - 98 |

MEMBERS' GUIDANCE NOTE

DECLARING INTERESTS IN MEETINGS

DISCLOSABLE PECUNIARY INTERESTS (DPIs)

DPIs include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any license to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

PREJUDICIAL INTERESTS

This is an interest which a reasonable fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs your ability to judge the public interest. That is, your decision making is influenced by your interest that you are not able to impartially consider only relevant issues.

DECLARING INTERESTS

If you have not disclosed your interest in the register, you **must make** the declaration of interest at the beginning of the meeting, or as soon as you are aware that you have a DPI or Prejudicial Interest. If you have already disclosed the interest in your Register of Interests you are still required to disclose this in the meeting if it relates to the matter being discussed. A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in discussion or vote at a meeting.** The term 'discussion' has been taken to mean a discussion by the members of the committee or other body determining the issue. You should notify Democratic Services before the meeting of your intention to speak. In order to avoid any accusations of taking part in the discussion or vote, you must move to the public area, having made your representations.

If you have any queries then you should obtain advice from the Legal or Democratic Services Officer before participating in the meeting.

If the interest declared has not been entered on to your Register of Interests, you must notify the Monitoring Officer in writing within the next 28 days following the meeting.

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Agenda Item 3

EMPLOYMENT PANEL

TUESDAY, 18 OCTOBER 2016

PRESENT: Councillors Lisa Targowska (Chairman), Eileen Quick (Vice-Chairman), Phillip Bicknell, Stuart Carroll, Dr Lilly Evans, Lynne Jones and MJ Saunders

Also in attendance: Ruth Smith (UNISON) for item 5

Officers: Alison Alexander, Terry Baldwin and Karen Shepherd

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Brimacombe.

DECLARATIONS OF INTEREST

Alison Alexander, Terry Baldwin and Karen Shepherd declared an interest in the items 'Trade Union Pay Claim 2017/18' and 'Briefing Note on Pay Reward Scheme' as officers of the council.

Karen Shepherd declared an interest in the item 'Briefing Note on Pay reward Scheme' as a member of the officer Working Group.

MINUTES

RESOLVED UNANIMOUSLY: that the Part I minutes of the meeting held on 21 September 2016 be approved.

APPLICATION OF THE ENGLISH LANGUAGE REQUIREMENTS FOR PUBLIC SECTOR WORKERS

Members considered the duty to ensure all public sector workers in a 'customer facing' role spoke fluent English to an appropriate standard. Members noted the roles that had been identified as 'customer facing' and the potential methods of assessment as detailed on pages 12 and 13 of the report. There was no requirement to test existing staff, however any issues would be identified by the usual management processes and addressed in conjunction with HR. The requirements were the same for agency workers as those employed directly by the council. The requirements would be added to the HR workstream for Delivering Differently to ensure the external companies applied the standards.

Members suggested a number of different roles that could also be considered as customer facing, including housing options, litigation lawyers and community wardens. Councillor Bicknell suggested those to whom the council issued licences, for example taxi drivers, should also be subject to the requirements. The Head of HR commented that the council would need to ensure they were aware of the requirements and take action of necessary. It was noted that self-employed contractors were covered.

Councillor Saunders commented that he appreciated the emphasis on customer facing roles, however in order for all staff to perform their role effectively they would logically require appropriate communication skills. The Head of HR responded that

through the usual recruitment process an individual's communication skills would be assessed; the emphasis of the report was specifically on customer facing roles. Councillor Jones highlighted that the code of practice required an 'appropriate' level of fluency. If the report aimed to highlight the need for a higher level for customer facing staff, she could accept this on the basis the recruitment process applied a certain level to all staff anyway. Members were of the opinion that the report should reflect this and therefore the recommendation should be amended to provide Member's endorsement, subject to the comments made.

Councillor Dr. Evans arrived at 6.44pm.

Councillor Quick commented that on occasion she had had conversations with people with very strong accents that meant, although the individual had fluency and grammar skills, she was unable to understand them. She could not understand why this aspect was not covered in the code of Practice at section 2.11.

Councillor Jones commented that volunteers, for example those in the library service, should be covered. The Head of HR confirmed that guidelines for the recruitment of all roles would be available. Councillor Dr. Evans highlighted that councillors were not covered by the requirements. The Chairman commented that it would be worth noting that councillors should place the duty upon themselves.

RESOLVED UNANIMOUSLY: That Employment Panel notes and endorses the requirements placed on the council by Part 7 of the Immigration Act 2016 and the statutory code of Practice on the English language requirements for public sector workers and endorses the action plan, subject to the comments made by the Panel during the discussion.

TRADE UNION PAY CLAIM 2017/18

Members considered the annual pay claim submitted by UNISON and GMB trade unions.

The Head of HR explained that the covering report provided modelling based on the trade union claim and the financial impact if it were accepted.

Ruth Smith of UNISON addressed the Panel. She explained that members of both her union and GMB had been consulted through a survey and face to face meetings, and their responses were reflected in the claim. The claim highlighted the economic climate and affordability issues. The borough was a particularly expensive area in which to live, yet many employees were loyal. A good number of employees were also residents of the borough. The feedback received showed that it was clear that members were aware of the Pay Reward scheme and its intricacies, yet did not wish to submit a pay claim on this basis. Members had clearly expressed a wish for an across the board pay award for all staff, on the basis of fairness, to ensure all staff had an increase in their pay that enabled them to maintain their standard of living given the increase in prices. Recently released statistics showed that the cost of clothing and food in particular were set to continue to increase.

Councillor Bicknell requested details of the response rate of union members. Ms Smith explained that she did not have exact details, but that both unions had done their best to get a good response rate through a survey and face to face meetings at various locations.

Councillor Saunders commented that the Pay Reward scheme sought progressively to reward performance and contribution. For those who performed and contributed in the way the scheme identified, the scheme would have comfortably achieved rates of increase that would have shielded staff from the issues described. He asked why union members considered it more appropriate to redistribute to all rather than those who performed the best getting the most.

Ms Smith responded that a consistent message was that there were lots of aspects of the scheme that were not seen to be fair. The vast majority did not receive the larger pay increases yet they were of the view that they had worked hard and contributed. This reinforced the unfairness of the scheme. Greed was not necessarily what motivated people who worked in the public sector, therefore the claim reflected the desire to see fairness for colleagues.

Ms Smith left the meeting at 7.04pm

Councillor Saunders commented that the working group had been created to iron out the wrinkles with the Pay Reward scheme, and the two issues needed to be intertwined. He believed that the Pay Reward scheme based on performance and contribution should continue, but the council needed to more effectively deal with people who delivered but did not excel. The Chairman commented that the balance between Reward and Award needed to be addressed.

Councillor Bicknell highlighted that the borough paid all employees higher than the National Living Wage (NLW). It appeared that because of geographical location the trade unions believed that the borough should pay higher than the NLW. The unions had not considered the financial impact of a 5% increase across the board, and could not provide data on response rates.

The Managing Director commented that the Panel at previous meetings had talked about how staff had highlighted the need for a balance between award and reward. As an organisation the borough was committed to the reward aspect. However, particularly with the upcoming changes and challenges to the organisation, there was a need to refocus the message to highlight that staff were an asset to the organisation. The number of staff on capability procedures was very low, but there was a gap between the majority and those who excelled.

Councillor Jones commented that the claim was not just because of location but the higher cost of living in the borough. She highlighted the difficulties schools had in recruiting staff. Councillor Bicknell commented that the cost of living was the biggest differentiator and whatever the pay scales this ongoing problem would not be surmounted. Councillor Dr Evans highlighted the psychological element alluded to by Ms Smith, that money was not the only motivator and the effect on productivity particularly at times of change. It would be psychologically right to show staff that Members were taking into account the pressures they were under.

Councillor Saunders commented that for a number of years the Panel had sought to ensure the amount of money awarded was directed at the lower paid to 'pull the tail up'. More recently the emphasis had shifted to allocation in response to performance and contribution. He suspected a 5% increase costing £2m would be indigestible to council tax payers. Whatever the size of the pot it would be appropriate to seek to allocate in a way that most effectively responded to a variety of inputs. The Chairman

commented that this reflected discussions in the working group. Councillor Dr Evans highlighted the need to take into account the impact of loss of staff depending on the type of award, and the consequent cost of agency staff. Councillor Carroll commented that proportionality as you moved up and down the curve and received reward based on performance was the key. Equality of outcome was not the answer; there was a need to continue incentivising performance. Councillor Bicknell commented that it was a journey over time. It would be important to 'keep the tail up' therefore the curve would need to flatten to some extent.

Members therefore agreed to request HR to undertake modelling in relation to flattening the curve and that the wording of recommendation ii be amended accordingly.

RESOLVED UNANIMOUSLY: That Employment Panel:

- i. Review the information supplied in this report and appendices as part of the consideration of the annual pay review for eligible staff for 2016/17.**
- ii. Request HR to explore modelling around the flattening of the curve and how this would look at different levels and the full integration with the ongoing outcomes of the working group, to be brought back to the Panel in November 2016.**
- iii. Inform the trade unions of the pay award and pay reward decision in February 2017, after the February Cabinet meeting.**

BRIEFING NOTE ON PAY REWARD SCHEME

Members received an update on progress in the development of a new pay reward scheme. Members noted the five areas of commonality and six areas of difference identified following the meetings of the working group. It was noted that legal advice was awaited in relation to the impact of Delivering Differently.

The Chairman stated that she was not keen on the idea of a points system, which could lead to haggling over points. Councillor Saunders commented that he had used a continuous curve approach many times. In contrast, schemes with 'cliff edges' were painful. A continuous curve meant people did not get preoccupied with getting over the next 'cliff edge'. An iterative formula could be used to work out the levels, based on the total pot available. Councillor Saunders felt this reflected the issue of fairness as if as a team you had done generally well you would by definition share some reward. This drove the idea that you won together.

The Head of HR confirmed that increments were still in place for employees up to grade 6. If an individual received a rating of satisfactory or higher they would move up a scale point each year, in addition to any pay award or reward. The Chairman commented that this led to large numbers of people at the top of their grade, which was not helpful. For above grade 6, spot salaries were in place. Increments had been removed from grade 7 a few years ago. Councillor Dr Evans commented that the system could be perceived as too complicated. It would be important to be able to explain in graphical form so people understood it was not as complicated as they feared. The Chairman agreed that a communications plan was required. Councillor Mrs Jones highlighted that increments were useful at lower grades to attract individuals with the skills but lacking experience, as they knew they could prove themselves and move up the scales.

The Managing Director explained that Grade 5 was between £23,000 and £27,000. Councillor Bicknell highlighted that with five spinal points this meant an approximate 5% jump each year, plus pay award and pay reward. It was noted that incremental increases were managed within service budgets.

The Managing Director explained that since the delivering differently process had begun a tension had arisen as the request to review the Pay Reward scheme had been made at the same time as discussions were underway with staff about transfer to a CIC. This could result in potentially two consultations at the same time, about a revised Pay Reward scheme and TUPE transfer/redundancy. It was confirmed that when staff transferred to Optalis or Achieving for Children, they would retain their terms and conditions in place at the point of transfer. Over time they could be harmonised but this would require a collective decision by the shareholding board.

Councillor Jones left the meeting at 7.55pm.

Councillor Saunders commented that if Members identified issues with the scheme and did not do anything to address them before staff transferred, the benefit of changes would only be to those who remained directly employed by the council. If the changes were not in place when staff transferred, the council would have less ability to get it right for that cohort. It was therefore sensible to get the refinements sorted before the transfer date. Councillor Dr Evans highlighted that the message needed to be got across that Members were acting in the best interests of all staff.

Members agreed the current timetable should be kept to for the review of the Pay Reward scheme. Discussions should take place with the working group and then the issue brought to the next Panel meeting.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 8-9 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act.

The meeting, which began at 6.30 pm, finished at 8.14 pm

CHAIRMAN.....

DATE.....

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Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Employee Wellbeing Plan
Responsible Officer(s)	Alison Alexander, MD/Strategic Director Adult, Children and Health Services, Terry Baldwin, Head of HR
Contact officer, job title and phone number	Terry Baldwin, Head of HR 01628 796992
Member reporting	
For Consideration By	Employment Panel
Date to be Considered	29 November 2016
Implementation Date if Not Called In	N/A
Affected Wards	None

REPORT SUMMARY

1. The draft Employee Wellbeing plan has been refined to more fully support the management of stress and mental health issues, following comments from Employment Panel.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Good employee wellbeing is reflected in good performance.	On going

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Employment Panel:

- i. Approve the Employee Wellbeing Plan.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 Employment Panel has previously considered a draft Employee Wellbeing Plan. Concerns were expressed by Members that the original plan did not fully support the management of stress in the workplace and in particular mental health issues.

Therefore the plan has been revised and amendments made. In addition as a result of feedback from the Staff Survey and exit questionnaires from staff leaving the council, a People Action Plan has been developed. The actions identified in the Employee Wellbeing Plan (Appendix A) form part of the People Action Plan, Appendix B..

Revisions made to original draft

- 2.2 Stress/depression/anxiety/mental health/fatigue is used by the council as a single reason description for absence and in September 2016 accounted for nearly 22% of the total sickness absence. , We have no information about the amount of absence associated with each of those five reasons, however staff experiencing significant mental health issues or those with ‘formal’ mental health conditions may well be reluctant to reveal their circumstances given the continuing stigma society generally attaches to mental health issues. Creating an environment where staff feel able to raise these more sensitive issues can be a challenge and take time. Therefore the revised plan aims to set a foundation of actions on wellbeing including dealing with stress related issues, in order to begin to create an environment where staff are confident that they can raise more serious mental health issues. One significant amendment to the plan is the compulsory training of all managers in Mental Health First Aid, to be in place by January 2017, which will enable managers to spot the signs of mental health issues within their workforce and begin to address them.
- 2.3 In order to strengthen the actions in relation to managing stress, the following amendments have been made:
- Rewriting of section 3, ‘What we want to address’, with a focus on developing an environment where staff are comfortable in raising mental health issues.
 - Provision of personal resilience training for of staff.
 - All staff to be positively encouraged to undertake the council’s on line training modules annually in personal resilience, mental well being and stress awareness.
 - Compulsory training for all managers in Mental Health First Aid.
- 2.4 Sickness absence is recorded on the HR system and the descriptions of the reasons for sickness absence have been reviewed and revised. Currently there is a single category for stress/depression/anxiety/mental health/fatigue. This will be replaced with three categories:
- Stress
 - Depression/anxiety
 - Mental health

By providing these categories, staff will be better able to accurately record the reason for their absence. It will also enable Directorate Management Teams to analyse the amount of absence attributable to individual reasons and potentially identify hot spots.

Option	Comments
Approve the revised Employee Wellbeing Plan.	The revised plan establishes a foundation for the future development of the council’s approach to employee wellbeing.
Recommended option.	14
Do not approve the revised	

Option	Comments
Employee Wellbeing Plan.	
Not recommended.	

3.0 KEY IMPLICATIONS

3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Targets set out in the Action plan are met	<80%	>80% <90%	>90% <100%	100%	October 2017

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 As a result of early intervention for absences due to stress/mental health and musculo/skeletal issues there will be some increased costs linked to occupational health referrals and physiotherapy treatments. These costs can with contained within the current occupational health service budget.
- 4.2 The Mental Health First Aid training will be delivered in house, however the resource packs for attendees will cost £2,250, which can be funded from within the Corporate training budget.

5. LEGAL IMPLICATIONS

- 5.1 The Employee Wellbeing plan forms part of the council's approach in relation to compliance with Health and Safety legislation.

6. VALUE FOR MONEY

- 6.1 The plan makes use of existing resources.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None.

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Failure to ensure the wellbeing at work of staff may result in claims	Medium. 15	The Plan supports the council's wider management of	Low.

Risks	Uncontrolled Risk	Controls	Controlled Risk
from staff.		Health and Safety at Work including stress management.	

9. LINKS TO STRATEGIC OBJECTIVES

9.1 A healthy workforce is reflected in its performance and attendance levels and therefore enables the council to deliver its strategic objectives.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 No EQIA was done.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 The plan applies to all staff, however a significant number of staff will be transferring to external providers from April 2017.

12. PROPERTY AND ASSETS

12.1 None.

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 The plan has been agreed by People Forum, DMT's and CMT.

15. TIMETABLE FOR IMPLEMENTATION

15.1 Refer to the plan.

16. APPENDICES

- Appendix A – Employee Wellbeing Plan.
- Appendix B – People Plan

17. BACKGROUND INFORMATION

- None.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal		16		
	Leader of the			

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
	Council			
Cllr L Targowska	Principal Member	18/11/16	18/11/16	
Russell O'Keefe	Strategic Director Corporate and Community Services	9/11/16	9/11/16	
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	9/11/16	9/11/16	
Simon Fletcher	Strategic Director Operations and Customer Services	9/11/16	9/11/16	
Rob Stubbs	Head of Finance	9/11/16	9/11/16	
External				

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EMPLOYEE WELLBEING PLAN

2016/17

This plan covers:

- Why have a plan.
- What we already have.
- What we want to address.
- Our action plan.
- The longer term.
- Other groups.

Version: 1.0.0
Author: Human Resources
Last updated: Aug 2016

Contents

1. Why have a wellbeing plan?
2. What we have in place now.
3. What we want to address.
4. What we will do – our action plan.
5. Longer term.
6. Other groups.

Acronyms

CCTV	Closed circuit television.
CMT	Corporate Management Team.
DMT	Directorate Management Team.
DSE	Display screen equipment.
MD	Managing Director.
OH	Occupational health.

1. Why have a wellbeing plan?

1.1 Our staff are key to us delivering our services to residents. We can't do it without you. We want to be the best at what we do and we want you to be the best at what you do. That means that – 'Your wellbeing is our concern'. Why?

- the continuing financial pressures on us mean that we must continue to look at alternative ways of delivering our services and we must continue to deliver more with less.
- because regrettably we are all likely to be affected by health and wellbeing issues at some point in our lives.
- the national trend is that we are living and working longer and that will impact on all of us in different ways.
- many of you have caring responsibilities, which may be changing from childcare to eldercare responsibilities.
- women have their own specific health issues and often the lead role in caring and 70% of our workforce is female.
- men too have their own health issues, but you tend to be more reluctant to seek help.
- around 40% of you work part-time.
- over 60% of you travel more than 10 miles to work.

1.2 Modern pressures in our working and personal lives are undoubtedly impacting on our wellbeing and particularly our mental wellbeing. People who are healthy are generally happier both in their personal and work life. Healthy and happy people are more engaged at work, take less sick leave and are more productive. So, you can see that if we make your wellbeing our concern, it makes good business sense for us, but it makes sense for you too. Only you can take responsibility for your own personal health and welfare, however we, as your employer, also have a key role to play in your wellbeing.

1.3 Stress/mental health features consistently in the top five reasons for absence . The fact that you are identifying stress as a welfare issue enables us to identify actions we can take to improve your mental health as well as your general health and wellbeing. Strong mental health underpins strong physical health and visa versa.

2. What we have in place now

2.1 We already have things in place that help support your wellbeing directly and indirectly, but you may not be aware of them all. Set out below in Table 1 are all the things we currently have, they have been grouped by the following categories:

- Working life.
- Management.
- Health.
- Family life.

Table 1

Provision	What it means
WORKING LIFE	
Pre-employment health screening	All new employees are health screened and we aim to make reasonable adjustments as required by the Equality Act 2010.
Lifestyle Support	You have access to a 24/7 confidential counselling and advice service.
Working time	We recognise the importance of monitoring and managing your working time.
Quality matters	We encourage you to access our on line learning resource that provides a wide range of personal and professional development opportunities.
Quiet Room	If you work in Maidenhead you have access to a quiet room.
Volunteering	We recognise the positive impact that volunteering has and allow you 2 unpaid days volunteering leave per year.
Time off for public duties	If you undertake certain public duties, you are entitled to extra paid leave.
Remote working	We encourage working remotely as it is good for our business and good for you.
Lone Working	It's important to us that you are safe whilst working alone, so we have arrangements in place for lone workers.
Dignity at Work	How you behave at work and towards your colleagues is important to us and harassment or bullying behaviour is unacceptable.
Life choices	We can support you in balancing work and private life, through flexible working options including: Flexible working Voluntary redundancy
Sick pay	If you are unfortunate enough to be sick, the Employee Handbook sets out the arrangements for your sick pay.

Sickness absence management	If you are sick we have processes in place to help you back to work. They also help us reduce levels of sickness absence.
Occupational health service	If you have a serious health issue or a long term absence, you may be referred to our OH service. They will advise us on how best to support you and to get you back to work including facilitating phased returns.
Ill health retirement	If you are a member of the Local Government Pension Scheme there is provision for an ill health pension, if your ill health prevents you from continuing to work.
Redeployment	If you are facing redundancy or you have health issues impacting on your ability to work, we will try to identify redeployment opportunities for you.
Retirement	There is no compulsory retirement age, therefore you can decide when you wish to retire.
Pool car	Our pool cars mean that you can travel to work by public transport, but still have access to a vehicle for council business.
EasitMAIDENHEAD	You can access discounted rail fares on all GWR journeys into Maidenhead. Easit information
MANAGEMENT	
Performance management processes	We believe regular 1:1's, team meetings and your annual Appraisal will help to improve your performance and therefore our services. Our pay reward scheme recognises your contribution.
Communication	In addition to 1:1's and team meetings, there are weekly updates from CMT and the weekly Borough Bulletin. We all have to take responsibility for communication, especially to those hard to reach colleagues.
Management Development	If you are an aspiring, new or existing manager we want to develop your skills, so we provide a range of management development opportunities. Contact: learninganddevelopment@rbwm.gov.uk or visit Quality Matters.

HEALTH	
Eye tests for DSE users	If you use a computer regularly, then you are eligible for our eye care voucher scheme.
Flu jabs and hepatitis B	We provide these for specific groups of staff, where required.
Night worker and CCTV worker medicals	If you are a night worker or a CCTV operator, then you are entitled to a regular medical. Speak to your line manager.
Cycle to Work Scheme	You can lease a bike through the cycle to work salary sacrifice scheme.
Smoking Policy	Our working environments are smoke free.
Alcohol & Substance Misuse	We aim to support staff who have dependency issues.
Leisure centre membership	You can get a corporate rate membership by contacting the leisure centres.
Physiotherapy	To help you after an accident at work or to get you back to work, you may be able to access physiotherapy treatment. Contact: HR.BusinessPartners@rbwm.gov.uk
Cancer screening	Paid time off for cancer screening.
Yoga (Maidenhead)	We run a weekly class that you can pay for by salary deduction.
FAMILY LIFE	
Maternity and Adoption Leave	We have in place a range of family friendly leave arrangements.
Paternity, shared parental and other family leave	
Support for working carers	If you are a carer, there are a range of provisions, support and resources available to you.
Childcare Vouchers scheme	You can purchase childcare vouchers through a salary sacrifice scheme.
Buy, Sell or bank leave	You can buy up to 10 days or sell/bank up to 8 days annual leave.

3. What we want to address

3.1 What more do we need to do?

Evidence from the wellbeing staff survey identified the following:

- The top five wellbeing awareness needs are: stress management, improving fitness, women's health topics, healthy eating and family/caring issues.
- The top three areas to help staff improve their own overall wellbeing were: general health awareness, work life balance and stress management.
- The top three areas you felt that we as your employer can provide support were: work life balance, work environment and management.

3.2 In section 1.2, we talked about mental health issues and that stress/mental health appears consistently in the top five reasons given for absence. We view the fact that you feel able to tell us that stress is an issue for you as positive. However, we also recognise that mental health is one of those topics that many do not feel comfortable raising, due to the stigma still attached by society to mental health illness.

3.3 Mental health issues manifest themselves in many ways, from a short term pressure to a longer term condition, which may or may not be diagnosed. It is likely that there are staff affected by mental health issues, who do not feel able to talk about their situation. We hope that the action plan we put in place will start to help manage this issue and over time encourage those suffering in silence to feel comfortable in raising the issue.

3.4 In terms of other local issues, we have identified the need to address these areas:

- We are continuing to review and revise services and the way they are delivered, therefore we need to continue to manage organisational and cultural change.
- Stress/mental health and absence relating to musculo/skeletal/ back/neck accounts for the highest number of working days lost.
- We need to continue to reduce levels of sickness absence.
- We have an ageing workforce that will be facing not only their own health issues, but also, increasingly, wider caring issues.
- We have a high proportion of females in the workforce, who will be facing issues such as family/caring, work life balance and female health.
- Men generally have a reluctance to seek help, advice and support with health and wellbeing issues.
- We have some groups of staff that are hard to reach as they are field based with limited access to on line information.

4. What we will do – our action plan

4.1 Using the feedback from the staff wellbeing survey and the local issues that we identified, we have prepared an initial action plan, which is attached at Appendix A. There is a wide range of action we can take to help improve wellbeing, however we recognise that we have limited resources and therefore we

have focussed on areas that we believe are a priority. We expect to be able to develop and expand the action plan over time.

- 4.2 We also recognise that wellbeing at work is influenced by how you feel about your work, how you are managed, access to development opportunities, the working environment and how you and your work are valued. We collect information about this via our regular staff survey. The feedback from the latest survey (January/February 2016) has influenced development of the wellbeing action plan. The action plan will be reviewed every six months by the People Forum, who will be responsible for communicating progress against the action plan and recommending any updates.

5 The longer term

- 5.1 The actions set out in this plan have the potential to make a difference to your health and wellbeing and therefore to the health of our organisation, but it will take time to see the impact. We will revisit it within 12 months of its implementation, with a view to building on its successes and developing its scope. This will involve asking you about the action taken so far and how to develop the plan going forward.

6 Other groups

- 6.1 As an employer of staff in maintained schools, they feature as another group of staff. However, schools are responsible for the local management of their workforce. Their profile is:
- 87% of the schools' workforce is female.
 - 67% of the schools' workforce works part time.
 - The average age is 45.
 - 53% of the schools' workforce is 45 or older.
 - 15% of staff have more than one job.
 - The main reasons for absence are the same as centrally employed staff.

The actions set out in Appendix A, will be made available to schools, to enable their workforce to benefit.

Appendix A – Action Plan

What we want to do	How we will do it	How we will measure it	Start date	By when	Implementation lead
GENERAL HEALTH AND WELLBEING					
In response to our modern lifestyles we aim to help staff raise their health awareness and support them to get active.	We will promote via the Borough Bulletin and our programme of screen savers the national programme of health and well being awareness days/weeks and local activities. And we will use the council's 12 health priorities programme to further help to raise staff awareness.	Number of awareness events publicised and feedback from staff. Target – at least two awareness events publicised each month.	Nov 2016.	Oct 2017.	Strategic HR and Public Health.
	We will participate in the Workplace Challenge run by Get Berkshire Active.	Number of employees signing up to, and participating in, the Workplace Challenge.	Nov 2016.	Ongoing.	Public Health
	We will identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave and on Quality Matters focussing on the areas/topics that staff identified in the wellbeing	Number of health awareness resources published on hyper wave. Development of new modules on Quality Matters.	Nov 2016. Nov 2016.	Oct 2017. Oct 2017.	Strategic HR and Public Health. Learning and Development team and Public Health.

What we want to do	How we will do it	How we will measure it	Start date	By when	Implementation lead
	survey.	Review module usage numbers, then set target.	3 months after module launch.		Learning and Development team.
	We will identify and run a programme of Bite Size sessions for staff on the key health awareness issues they identified.	Number of sessions run, number of attendees. Target – one event per quarter.	Nov 2016.	Oct 2017.	Learning and Development team and Public Health.
	We will work with managers who have staff in those hard to reach service areas to ensure access to information and events.	Number of sessions run, number of attendees, feedback from staff – tested via straw poll. Target – one event per quarter for each group.	Nov 2016.	Oct 2017.	HR Business Partner team, Learning and Development team and Public Health.
WORKING LIFE					
To help staff improve their resilience.	We will provide personal resilience training for staff to help them manage their emotionally demanding work.	Number of staff attending, feedback from staff and monitoring of absence levels and reasons. Target – 75% of target staff attended	Nov 2016.	Oct 2017.	Learning and Development team and HR Business Partner team.

What we want to do	How we will do it	How we will measure it	Start date	By when	Implementation lead
	<p>We will encourage staff annually to undertake the following e learning modules on Quality Matters:</p> <p>Stress Awareness. Mental Wellbeing. Personal Resilience.</p>	<p>training.</p> <p>Number of staff completing the training.</p> <p>Target – 100%.</p>	Nov 2016.	Oct 2017 and annually.	Learning and Development team.
To help staff improve their wellbeing and benefit from their time away from work.	<p>A ‘Switch Off - it’s ok’ culture will be encouraged i.e.</p> <p>Work mobiles turned off when on holiday.</p> <p>No remote email checking when on holiday.</p> <p>Regular reminders at key holiday times via the Borough Bulletin.</p>	Feedback from staff and managers.	Nov 2016.	Oct 2017 and ongoing.	Communications Manager plus DMT’s.

What we want to do	How we will do it	How we will measure it	Start date	By when	Implementation lead
MANAGEMENT					
To help manage and reduce stress/mental health related absence and to start to create an environment supportive of mental health issues.	All line managers will undertake Mental Health First Aid training to help them identify and support their staff with mental health issues.	Number of managers trained, number of referrals to occupational health, monitoring of absence levels and reasons. Target – 100% of target managers trained.	Jan 2017	April 2017	Learning and Development team and Public Health.
	We will implement an early intervention approach for stress/mental health absences including day one referral to the council's employee counselling service, regular contact during absence, early referral to occupational health and a back to work protocol including a stress risk assessment.	Number of referrals to occupational health, usage numbers for counselling service, monitoring of absence levels and reasons. Target – double usage of counselling service, stress/mental health absence levels reduced by at least 10%.	Nov 2016.	Oct 2017 and on going.	HR Business Partner team.

What we want to do	How we will do it	How we will measure it	Start date	By when	Implementation lead
To help manage back/neck/musculo skeletal related absences.	We will implement an early intervention approach for these absences including early referral to occupational health and where appropriate funded physiotherapy.	<p>Number of referrals to occupational health, usage numbers for physio therapy, monitoring of absence levels and reasons and length of absence periods.</p> <p>Target – back/neck/musculo skeletal absence levels reduced by at least 10%.</p>	Nov 2016.	Oct 2017 and on going.	HR Business Partner team.
Develop and enhance this action plan to improve employee wellbeing.	The action plan developed following the feedback from the 2016 staff survey also contains actions linked to employee wellbeing.		Nov 2016.	October 2016.	Learning and Development team.

PEOPLE ACTION PLAN

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
31 Clear strategic direction	Staff survey	1	Strategic priorities (corporate strategy) and the council's transformation strategy to be communicated regularly to staff via direct communication and cascaded through management team meetings.	Ongoing	% of staff who have confidence in the leadership skills of the senior leadership team	Strategic priorities are being communicated via DMT meetings and cascaded through team meeting. Additionally, senior leaders are holding face to face events for staff. This has already occurred to great success in ACH and OCS
		2	Bitesize eLearning on the council's strategic priorities (corporate strategy) to be produced and offered to all staff.	Jul 2016		Strategic priorities are available to view on Hyperwave and also within the councils learning management system, Quality Matters.
		3	Employees to be engaged in the development of their directorate's business plan and their team's plan so every employee understands how what they do contributes to the strategic priorities and has the opportunity to play a part in shaping the practical plans for their delivery.	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Directorate business plans and staff survey action plan have been developed following senior leader engagement with staff.
		4	Employees to be regularly encouraged to put forward ideas and options for improvements, transformation and savings to their head of service or strategic director to inform the council's ongoing transformation strategy and programme.	Ongoing		Senior leaders are now encouraged to conduct back to the floor visits, where they interact with staff and ask for suggestions. A staff forum is being set in which staff will have input into strategic direction of the council. Staff are being asked for their opinions

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
Clarity in how strategy is to be executed	Staff survey					on a variety of strategic projects through working groups, for instance pay reward and staff survey.
		5	Staff roadshows to take place across all council sites where senior leadership will present the strategic priorities (corporate strategy).	Jan 2017		Planning ongoing
		6	Senior leadership to regularly communicate aspirations and messages of members to teams to reduce the risk of conflicting messages being delivered.	Jan 2017	% of staff who have confidence in the leadership skills of the senior leadership team % of staff who have confidence in the leadership skills of members	Ongoing via DMT's
		7	Senior leadership commit to working more collaboratively with teams to determine the best way to execute corporate strategy.	Ongoing	% of staff who agree the senior leadership team exhibit the CREATE values	Ongoing through development of business plan
		8	Same as action 3	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	
		9	Performance management to be made more visible in the organisation so that all employees understand how the council is getting on in achieving the strategic priorities. This will also be part of the regular staff roadshows – see action 5.	Oct 2016		HR workshops in performance management are taking place every two months. Performance management is being reinforced through managers attending objective setting and appraisal workshops. Staff are given the opportunity to be

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
						part of the pay reward task and finish group. Regular communications on performance management are in borough bulletin.
	Staff survey / exit interview feedback	10	Performance management training to be offered to all managers which will include section on recognition / appreciation of good performance	Oct 2016		
Staff agility 33	Staff survey / Organisational Development Strategy	11	Learning and Development opportunities to be offered to staff, specifically around change management and resilience.	Jul 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Available on Quality Matters and have been advertised as module of the week in borough bulletin.
		12	Benefits of and rationale for recent change to be communicated to all staff.	Aug 2016		Through team meetings and also engaging staff in directorate business plans. Messages on change reinforced through staff events.
		13	Skills matrix to be undertaken throughout the council to identify skills gaps and high potential talent.	Sep 2016		Ongoing
		14	Each directorate to identify potential 'rising stars' as part of a 'grow your own approach' to develop future senior managers and fill key posts and determine a range of bespoke opportunities for each to support their future development e.g. project work, mentoring by a senior officer etc.	Sep 2016		Ongoing
		15	Development plans to be included as part of performance management appraisals	Oct 2016		Training in performance management, appraisals and objective setting reinforces this message.
	Exit interview feedback	16	Celebration of internal promotions via Borough Bulletin, with personal communication from the Director	From Nov 2016		

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
34 Shared values among all staff	Staff survey / Organisational Development Strategy	17	CREATE values to be reinforced and promoted through communications to staff.	Jul 2016	% of staff who agree the senior leadership team exhibit the CREATE values % staff who agree their manager exhibits the CREATE values the majority of the time	CREATE values are promoted on Hyperwave. In addition, all personal development training inc presentation skills and customer services includes information on CREATE. CREATE values reinforced through performance management process.
		18	Staff conference to take place to encourage collaborative working across the council and to promote the councils strategy and direction.	Jan 2017	% of staff who are satisfied with RBWM as their employer	Changed to directorate level sessions and away days to encourage staff understanding of the council strategy.
		19	Cross departmental shadowing and secondment opportunities should be researched and offered to staff	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Under review by HR
		20	Promotion of staff's good work in their roles across the organisation through effective communications, including: <ul style="list-style-type: none"> • Profiles of staff and their roles included in Borough Bulletin. • Key achievements of teams highlighted in Borough Bulletin. 	Jul 2016	% of staff who are satisfied with RBWM as their employer	Good work has been highlighted via Borough Bulletin. Further work of highlighting specific job roles and individuals is underway to ensure that all staff have an understanding of what colleagues in different departments do.
Suitable working environment	Staff survey	21	Staff to be asked how we can improve their working environment, specifically in relation to improving office tidiness and smarter working.	Aug 2016	% of staff who are satisfied with RBWM as their employer	Continuing with engagement from transformation champions.

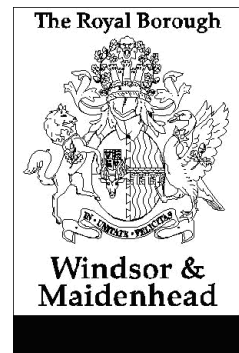
Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
and resources		22	Review of working areas to be undertaken to ascertain if quiet areas can be established to allow staff to work free from distraction.	Aug 2016		An in-depth review has happened in York House with improvements already in place.
		23	Hyperwave to be reviewed and improved to use its entire functionality, e.g. utilising the peer networking functions.	Dec 2016		Ongoing
Trust in leadership	Exit interview feedback	24	Directorate Management Team meeting minutes published in the same area on Hyperwave as Corporate Management Team meeting minutes	From Nov 2016	% of staff who have confidence in the leadership skills of the senior leadership team	
	Staff survey	25	Leadership Masterclasses to be undertaken, with external speakers, specifically in: <ul style="list-style-type: none"> • How to improve staff satisfaction • How to build high performing teams • Effective leadership • Managing through change 	Sep 2016		Masterclass to take place on 20 th Sep. Further masterclasses being sourced.
		26	Senior leaders and members to conduct <i>'back to the floor'</i> visits to improve visibility and approachability.	Aug 2016		Ongoing, paper went to People Forum in July and senior leaders are now undertaken this. L&D will review impact in January.
		27	All staff to meet their lead member as part of their induction.	Dec 2016		Proposal for new induction programme to go to People Forum in Sep with a view to implement in Oct.
Clear operational processes	Staff survey	28	Through continued undertaking of fundamental service reviews, operational processes to be streamlined.	Ongoing	% project objectives met in full	Ongoing

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
		29	5% of staff to be trained in how to conduct an fast fundamental service review	Jan 2017	% of projects completed on time and to original budget	Training was provided in conducting a FFSR in an agile approach. Learning of how to complete an FFSR is considered on the job learning.
36 Staff empowerment	Organisational Development Strategy	30	Staff Survey 2016 results and action plan to be communicated to staff.	Jun 2016	% of staff who are satisfied with RBWM as their employer	Complete
		31	Staff to be encouraged via senior leadership to take accountability for making decisions and not relying on being directed.	Ongoing		Ongoing
	Exit interview feedback	32	Names of staff who receive an honorarium payment and their achievement to be published every two months	From Nov 2016		
	33	Demonstrate recognition for staff using SADC compliment information (number compliments: number in team). Publish top three in Borough Bulletin	Feb 2017			
Multi-skilled workforce	Organisational Development Strategy	34	Training needs analysis to be completed to ensure that the council has the correct skills within its workforce. This TNA will focus 50% on the skills needed now and the 50% on the skills needed for the future.	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	TNA will be launched earlier than expected in mid September.
		35	Cross departmental shadowing opportunities to be made available for staff to increase skills and improve organisational knowledge for staff	Jan 2017		Currently being reviewed by HR.
		36	Opportunities for cross departmental secondments to be reviewed which will allow staff to develop skills in new areas and improve resilience in departments	Jan 2017		A secondment policy is currently being reviewed by HR.
		37	15% of staff to be trained in Agile Project Management	Dec 2016		% project objectives met in full % of projects

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
					completed on time and to original budget	currently developing a programme of Agile training for staff.
Customer focused workforce	Organisational Development Strategy	38	Customer service training to be offered to all staff to promote a customer focused workforce	Oct 2016	% of residents who are overall very satisfied or fairly satisfied with RBWM	Customer service awareness training is now available as a half day face to face course. This is being made mandatory in operations and customer services. eLearning available on Quality Matters.
Talent management 37	Organisational Development Strategy	39	Skills matrix of all staff to be undertaken, this will support succession planning for the council	Sep 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Being undertaken, work already commenced in Corporate and community services. Date will move to Jan 2017.
		40	Exercise to identify high potential talent in each service area to be undertaken as part of mid year reviews	Oct 2016		Mid year reviews scheduled for October 2016.
Effective leadership	Organisational Development Strategy	41	RBWM vision of leadership to be developed to show what that council expects from its leaders	Aug 2016	% of staff who have confidence in the leadership skills of the senior leadership team	Leadership principles have been developed and will be launched to SLT on 20 th September.
Resilient workforce	Wellbeing strategy	42	Resilience training to be developed and offered to all staff	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	eLearning on personal resilience available on Quality Matters, this has been advertised as a module of the week on Borough Bulletin
		43	Benefits and rationale for recent changes to be communicated to all staff to ensure that staff understand the rationale and appreciate that change is a necessary part of business improvement	Oct 2016	% of staff who are satisfied with RBWM as their employer	Through team meetings and also engaging staff in directorate business plans.

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
						Messages on change reinforced through staff events.
		44	Stress Awareness training will be provided to staff and targeted at line managers to ensure that staff are aware of when to notice the signs of stress in themselves and in their colleagues.	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Some training is currently available on Quality matters for staff, further training communication on identifying signs of stress will appear in Borough Bulletin.
38 Healthy workforce	Wellbeing Strategy	45	Implement an early intervention approach for absences including early referral to occupational health	Jan 2017	% of staff who agree they would be happy to be still working at the council in 12 months time	Covered under new absence management courses run by HR business partners. Figures will be reviewed at mod year.
		46	Implement an early intervention approach for stress/mental health absences including day one referral to the council's employee counselling service, regular contact during absence, early referral to occupational health and a back to work protocol	Jan 2017		Covered under new absence management courses run by HR business partners. Figures will be reviewed at mod year.
		47	Provide line managers with Mental Health First Aid training	Jan 2017	% of residents who are overall very satisfied or fairly satisfied with RBWM	Training is available – will review feedback and evaluate impact
		48	Identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave	Jan 2017		Area being developed

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Exit Interviews - Action Plan for Staff Turnover
Responsible Officer(s)	Alison Alexander, MD and Strategic Director of Adult, Children and Health Services and Terry Baldwin, Head of HR
Contact officer, job title and phone number	Terry Baldwin, Head of HR, 01628 796992
Member reporting	CLlr L Targowska, Principal Member for HR and Legal
For Consideration By	Employment Panel
Date to be Considered	14 November 2016
Implementation Date if Not Called In	N/A
Affected Wards	None

REPORT SUMMARY

1. For 12 months, feedback from leavers has been collected via an anonymous on line exit questionnaire system.
2. A People Action Plan has already been developed using feedback from the staff survey and the actions identified in the Organisational Development and Wellbeing Plans.
3. Feedback from the exit surveys is consistent with the feedback from the staff survey and therefore actions to address many of the issues have already been identified.
4. Further consideration of the exit feedback has identified four additional actions that have been added to the People Action Plan.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. If staff retention is improved that will impact on maintaining service delivery standards.	On going

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Employment Panel:

i. Approve the updated People Action Plan.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 In October 2015, the council introduced an on line anonymous Exit Survey for leavers in order to gather more informative information about the reasons for leaving.
- 2.2 Prior to October 2015 feedback from leavers was gathered via an exit form, that staff completed manually and submitted to HR or via an interview with their line manager or HR. Using this process the response rate was poor, only 31%.
- 2.3 A trial year of an external off the shelf exit questionnaire improved the response rate to 58%. The survey contained 41 factors that might influence an employees' decision to leave. See Appendix A. Employees were asked to rate the extent to which each factor influenced their decision to leave, with a score of 0-5. The system then calculates the average score for each factor and ranks the top ten.
- 2.4 Table 1 shows the top ten reasons for leaving. For the top ten reasons the average question response ranges from 2.42 to 1.69. And the top three are very close in scores 2.42 to 2.31. The results do not indicate at this stage that the reasons listed are a significant factor, as the maximum score is 5. However, if we consider the top ten issues, then the role of senior leadership and appreciation of their work are currently the main reasons influencing leavers.

Table 1: top ten reasons for leaving

Reason for leaving	Average score out of 5
Trust/confidence in the senior leadership	2.42
How often your work was appreciated	2.32
Honesty/integrity/ethics of the leadership	2.31
Communication from senior leadership	2.24
Your workload	2.15
Your work/life balance	1.99
Career path opportunities	1.81
How much demand there was on you to perform	1.75
How interesting/challenging you found your work	1.74
Job security/future with company	1.69

- 2.5 An analysis of all leavers was undertaken based on their appraisal rating. Table 2 provides details of the voluntary leavers and these have been compared to the appraisal rating for the leavers. In summary:
56% of all leavers had an appraisal rating of good or above.
28% of all leavers had an appraisal rating of excellent or above.
- 2.6 Table 2 shows voluntary turnover rates for the Royal Borough and table 3 provides the split of leavers by Directorate.

Table 2: voluntary turnover

Period	% Turnover
Last quarter 2014/15	11.09
Last quarter 2015/16	13.65
First quarter 2016/17	14.49

Table 3: comparison of leavers by directorate with the percentage of the workforce per directorate.

Directorate	Leavers as % of total leavers	Directorate workforce as % of total workforce
Corporate & Community	19	17
Adult, Children & Health Services	54.5	49
Operations & Customer Services	26.5	33

The analysis from table 2 identifies clearly that turnover in the Royal Borough is increasing. Members may recall the analysis used when reviewing recruitment for hard to fill roles, which identified an improvement in the UK economy with more vacancies being advertised. This, linked to our proximity to London and the competitive market rates that brings, particularly affects the Royal Borough's ability to recruit new staff and therefore could equally impact on our staff being more confident to secure roles elsewhere.

- 2.7 There are other more specific local issues that are also impacting on the council's ability to recruit and retain to the key roles:
- Local house prices and other living costs.
 - Delivering differently models – any change period can cause potential uncertainty for new joiners.
 - The developing culture of agency working amongst professionals, particularly social care staff.

Exit survey from October 2016

- 2.8 The 12 month trial period of the external questionnaire ended in September 2016 and the outcome was reviewed. The Exit Survey on trial was a new system launched last year and the council was one of the first local authorities to purchase a one year subscription. This provided the Royal Borough with a cost effective tool for the 12 month trial period, however, following completion of the 12 month trial the provider has revised the pricing structure and it no longer represents value for money. Therefore People Forum agreed in August, that HR would develop its own anonymous questionnaire, using Survey Monkey, which is now operational.

Information learnt from leavers exit information.

- 2.9 The information provided by leavers from the Royal Borough has been analysed and lessons learnt can be summarised in the following six points:
- Many of the factors identified by leavers reflect the feedback from staff from the staff survey.
 - Three out of the top four influencing factors relate to the perception of senior leadership.
 - Feeling appreciated is a key factor for staff.
 - Workload and work life balance feature as influencing factors.

- Over one quarter of staff leaving were high performers.
- The proportion of leavers from Adult, Children and Health Services was slightly higher than the proportion they represent of the workforce.

2.10 HR have reviewed the information from leavers and cross referenced with the people action plan already in place from the staff survey, organisational development plan and information from the well being plan. The current people action plan already addressed many of the themes from the exit survey feedback; however, five additional actions have been added:

- Performance management training to be offered to all managers which will include section on recognition / appreciation of good performance (refer to action point 10 on appendix B)
- Celebration of internal promotions via Borough Bulletin, with personal communication from the Director (point 16).
- Directorate Management Team meeting minutes published in the same area on Hyperwave as Corporate Management Team meeting minutes (point 24).
- Names of staff who receive an honorarium payment and their achievement to be published every two months (point 32).
- Demonstrate recognition for staff using SADC compliment information (number compliments: number in team). Publish top three in Borough Bulletin (point 33).

Option	Comments
Employment Panel note and approve the action plan. This is the recommended option.	Many of the actions identified have already been implemented.
Employment Panel does not approve the action plan. This is not recommended.	

3 KEY IMPLICATIONS

3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Refer to the Action Plan					As set out in the Action Plan.

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 There is no direct financial impact, however, if voluntary turnover can be reduced then the direct and indirect costs associated with recruitment, induction etc. can be reduced.

5. LEGAL IMPLICATIONS

5.1 None.

6. VALUE FOR MONEY

6.1 The new in-house survey is more cost effective than the annual subscription to an external service.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None.

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk

9. LINKS TO STRATEGIC OBJECTIVES

9.1 Retaining and motivating good quality staff will support the council in the delivery of all of its strategic objectives.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 None.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 Covered in the Action Plan.

12. PROPERTY AND ASSETS

12.1 None.

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 Considered by People Forum on 13 September. Their comments incorporated into the Action Plan.

15. TIMETABLE FOR IMPLEMENTATION

15.1 Refer to Action Plan.

16. APPENDICES

- Appendix A – Influencing factors.
- Appendix B - Action Plan.

17. BACKGROUND INFORMATION

- None.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr L Targowska	Lead Member	18/11/16		
Russell O'Keefe	Strategic Director Corporate and Community Services	CMT 12 Oct		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	CMT 12 Oct		
Simon Fletcher	Strategic Director Operations and Customer Services	CMT 12 Oct		
Rob Stubbs	Head of Finance	CMT 12 Oct		
	Cabinet Policy Officer			
People Forum		13/9/16	13/9/16	
External				

Appendix A – influencing factors

Expectations	1. The quality of your company's induction training
	2. The job was not what you expected
	3. The workplace/facilities were not what you expected
Job/Employee Match	4. How interesting/challenging you found your work
	5. You decided to change careers/return to education
	6. You had an unexpected job/career opportunity
	7. You were moving house
	8. Family reasons
	9. Health reasons
	10. Inheritance/monetary windfall
	11. Your suitability for the role
Value and Appreciation	12. You had an unsuccessful application for another role in the business
	13. How often your work was appreciated
	14. Equipment or resources you were provided
	15. Your physical work environment e.g. light, space etc.
	16. The pay you received
	17. Employee benefits and bonuses other than basic pay
Stress	18. The amount of freedom you had to do your best work
	19. Your work/life balance
	20. Your workload
	21. How much demand there was on you to perform
	22. Your relationship with co-workers/other departments
	23. Discrimination (treated differently to other colleagues)
	24. Bullying
	25. Time to travel to work
Communication	26. Amount of hours worked
	27. Communication of what your employer expected of you
	28. Encouragement for your ideas and input
	29. Amount of feedback you received about your performance
	30. Amount of feedback you received about the company's success and goals
Professional growth	31. Communication between co-workers/departments
	32. Professional training and development opportunities
	33. Career path opportunities
	34. Job posting processes
Leadership	35. Job security/future of company
	36. Trust/confidence in the senior leadership
	37. Communication from senior leadership
	38. Honesty/integrity/ethics of the leadership
	39. Respect or support from your line manager
	40. Your line manager's leadership skills
41. Your line manager's knowledge/ability	

PEOPLE ACTION PLAN

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
46	Staff survey	1	Strategic priorities (corporate strategy) and the council’s transformation strategy to be communicated regularly to staff via direct communication and cascaded through management team meetings.	Ongoing	% of staff who have confidence in the leadership skills of the senior leadership team	Strategic priorities are being communicated via DMT meetings and cascaded through team meeting. Additionally, senior leaders are holding face to face events for staff. This has already occurred to great success in ACH and OCS
		2	Bitesize eLearning on the council’s strategic priorities (corporate strategy) to be produced and offered to all staff.	Jul 2016		Strategic priorities are available to view on Hyperwave and also within the councils learning management system, Quality Matters.
		3	Employees to be engaged in the development of their directorate’s business plan and their team’s plan so every employee understands how what they do contributes to the strategic priorities and has the opportunity to play a part in shaping the practical plans for their delivery.	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Directorate business plans and staff survey action plan have been developed following senior leader engagement with staff.
		4	Employees to be regularly encouraged to put forward ideas and options for improvements, transformation and savings to their head of service or strategic director to inform the council’s ongoing transformation strategy and programme.	Ongoing		Senior leaders are now encouraged to conduct back to the floor visits, where they interact with staff and ask for suggestions. A staff forum is being set in which staff will have input into strategic direction of the council. Staff are being asked for their opinions

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
47	Staff survey					on a variety of strategic projects through working groups, for instance pay reward and staff survey.
		5	Staff roadshows to take place across all council sites where senior leadership will present the strategic priorities (corporate strategy).	Jan 2017		Planning ongoing
		6	Senior leadership to regularly communicate aspirations and messages of members to teams to reduce the risk of conflicting messages being delivered.	Jan 2017	% of staff who have confidence in the leadership skills of the senior leadership team % of staff who have confidence in the leadership skills of members	Ongoing via DMT's
		7	Senior leadership commit to working more collaboratively with teams to determine the best way to execute corporate strategy.	Ongoing	% of staff who agree the senior leadership team exhibit the CREATE values	Ongoing through development of business plan
		8	Same as action 3	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	
		9	Performance management to be made more visible in the organisation so that all employees understand how the council is getting on in achieving the strategic priorities. This will also be part of the regular staff roadshows – see action 5.	Oct 2016		HR workshops in performance management are taking place every two months. Performance management is being reinforced through managers attending objective setting and appraisal workshops. Staff are given the opportunity to be

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
						part of the pay reward task and finish group. Regular communications on performance management are in borough bulletin.
	Staff survey / exit interview feedback	10	Performance management training to be offered to all managers which will include section on recognition / appreciation of good performance	Oct 2016		
48 Staff agility	Staff survey / Organisational Development Strategy	11	Learning and Development opportunities to be offered to staff, specifically around change management and resilience.	Jul 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Available on Quality Matters and have been advertised as module of the week in borough bulletin.
		12	Benefits of and rationale for recent change to be communicated to all staff.	Aug 2016		Through team meetings and also engaging staff in directorate business plans. Messages on change reinforced through staff events.
		13	Skills matrix to be undertaken throughout the council to identify skills gaps and high potential talent.	Sep 2016		Ongoing
		14	Each directorate to identify potential 'rising stars' as part of a 'grow your own approach' to develop future senior managers and fill key posts and determine a range of bespoke opportunities for each to support their future development e.g. project work, mentoring by a senior officer etc.	Sep 2016		Ongoing
		15	Development plans to be included as part of performance management appraisals	Oct 2016		Training in performance management, appraisals and objective setting reinforces this message.
	Exit interview feedback	16	Celebration of internal promotions via Borough Bulletin, with personal communication from the Director	From Nov 2016		

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
49 Shared values among all staff	Staff survey / Organisational Development Strategy	17	CREATE values to be reinforced and promoted through communications to staff.	Jul 2016	% of staff who agree the senior leadership team exhibit the CREATE values % staff who agree their manager exhibits the CREATE values the majority of the time	CREATE values are promoted on Hyperwave. In addition, all personal development training inc presentation skills and customer services includes information on CREATE. CREATE values reinforced through performance management process.
		18	Staff conference to take place to encourage collaborative working across the council and to promote the councils strategy and direction.	Jan 2017	% of staff who are satisfied with RBWM as their employer	Changed to directorate level sessions and away days to encourage staff understanding of the council strategy.
		19	Cross departmental shadowing and secondment opportunities should be researched and offered to staff	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Under review by HR
		20	Promotion of staff's good work in their roles across the organisation through effective communications, including: <ul style="list-style-type: none"> • Profiles of staff and their roles included in Borough Bulletin. • Key achievements of teams highlighted in Borough Bulletin. 	Jul 2016	% of staff who are satisfied with RBWM as their employer	Good work has been highlighted via Borough Bulletin. Further work of highlighting specific job roles and individuals is underway to ensure that all staff have an understanding of what colleagues in different departments do.
Suitable working environment	Staff survey	21	Staff to be asked how we can improve their working environment, specifically in relation to improving office tidiness and smarter working.	Aug 2016	% of staff who are satisfied with RBWM as their employer	Continuing with engagement from transformation champions.

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
and resources		22	Review of working areas to be undertaken to ascertain if quiet areas can be established to allow staff to work free from distraction.	Aug 2016		An in-depth review has happened in York House with improvements already in place.
		23	Hyperwave to be reviewed and improved to use its entire functionality, e.g. utilising the peer networking functions.	Dec 2016		Ongoing
Trust in leadership 50	Exit interview feedback	24	Directorate Management Team meeting minutes published in the same area on Hyperwave as Corporate Management Team meeting minutes	From Nov 2016	% of staff who have confidence in the leadership skills of the senior leadership team	
	Staff survey	25	Leadership Masterclasses to be undertaken, with external speakers, specifically in: <ul style="list-style-type: none"> • How to improve staff satisfaction • How to build high performing teams • Effective leadership • Managing through change 	Sep 2016		Masterclass to take place on 20 th Sep. Further masterclasses being sourced.
		26	Senior leaders and members to conduct <i>'back to the floor'</i> visits to improve visibility and approachability.	Aug 2016		Ongoing, paper went to People Forum in July and senior leaders are now undertaken this. L&D will review impact in January.
		27	All staff to meet their lead member as part of their induction.	Dec 2016		% of staff who have confidence in the leadership skills of members
Clear operational processes	Staff survey	28	Through continued undertaking of fundamental service reviews, operational processes to be streamlined.	Ongoing	% project objectives met in full	Ongoing

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
		29	5% of staff to be trained in how to conduct an fast fundamental service review	Jan 2017	% of projects completed on time and to original budget	Training was provided in conducting a FFSR in an agile approach. Learning of how to complete an FFSR is considered on the job learning.
Staff empowerment 51	Organisational Development Strategy	30	Staff Survey 2016 results and action plan to be communicated to staff.	Jun 2016	% of staff who are satisfied with RBWM as their employer	Complete
		31	Staff to be encouraged via senior leadership to take accountability for making decisions and not relying on being directed.	Ongoing		Ongoing
	Exit interview feedback	32	Names of staff who receive an honorarium payment and their achievement to be published every two months	From Nov 2016		
	33	Demonstrate recognition for staff using SADC compliment information (number compliments: number in team). Publish top three in Borough Bulletin	Feb 2017			
Multi-skilled workforce	Organisational Development Strategy	34	Training needs analysis to be completed to ensure that the council has the correct skills within its workforce. This TNA will focus 50% on the skills needed now and the 50% on the skills needed for the future.	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	TNA will be launched earlier than expected in mid September.
		35	Cross departmental shadowing opportunities to be made available for staff to increase skills and improve organisational knowledge for staff	Jan 2017		Currently being reviewed by HR.
		36	Opportunities for cross departmental secondments to be reviewed which will allow staff to develop skills in new areas and improve resilience in departments	Jan 2017		A secondment policy is currently being reviewed by HR.
		37	15% of staff to be trained in Agile Project Management	Dec 2016		% project objectives met in full % of projects

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
					completed on time and to original budget	currently developing a programme of Agile training for staff.
Customer focused workforce	Organisational Development Strategy	38	Customer service training to be offered to all staff to promote a customer focused workforce	Oct 2016	% of residents who are overall very satisfied or fairly satisfied with RBWM	Customer service awareness training is now available as a half day face to face course. This is being made mandatory in operations and customer services. eLearning available on Quality Matters.
52	Organisational Development Strategy	39	Skills matrix of all staff to be undertaken, this will support succession planning for the council	Sep 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Being undertaken, work already commenced in Corporate and community services. Date will move to Jan 2017.
		40	Exercise to identify high potential talent in each service area to be undertaken as part of mid year reviews	Oct 2016		Mid year reviews scheduled for October 2016.
Effective leadership	Organisational Development Strategy	41	RBWM vision of leadership to be developed to show what that council expects from its leaders	Aug 2016	% of staff who have confidence in the leadership skills of the senior leadership team	Leadership principles have been developed and will be launched to SLT on 20 th September.
Resilient workforce	Wellbeing strategy	42	Resilience training to be developed and offered to all staff	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	eLearning on personal resilience available on Quality Matters, this has been advertised as a module of the week on Borough Bulletin
		43	Benefits and rationale for recent changes to be communicated to all staff to ensure that staff understand the rationale and appreciate that change is a necessary part of business improvement	Oct 2016	% of staff who are satisfied with RBWM as their employer	Through team meetings and also engaging staff in directorate business plans.

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
						Messages on change reinforced through staff events.
		44	Stress Awareness training will be provided to staff and targeted at line managers to ensure that staff are aware of when to notice the signs of stress in themselves and in their colleagues.	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time	Some training is currently available on Quality matters for staff, further training communication on identifying signs of stress will appear in Borough Bulletin.
53	Wellbeing Strategy	45	Implement an early intervention approach for absences including early referral to occupational health	Jan 2017	% of staff who agree they would be happy to be still working at the council in 12 months time	Covered under new absence management courses run by HR business partners. Figures will be reviewed at mod year.
		46	Implement an early intervention approach for stress/mental health absences including day one referral to the council's employee counselling service, regular contact during absence, early referral to occupational health and a back to work protocol	Jan 2017		Covered under new absence management courses run by HR business partners. Figures will be reviewed at mod year.
		47	Provide line managers with Mental Health First Aid training	Jan 2017	% of residents who are overall very satisfied or fairly satisfied with RBWM	Training is available – will review feedback and evaluate impact
		48	Identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave	Jan 2017		Area being developed

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Subject:	List of Delegations
Reason for briefing note:	To clearly set out the various HR delegations in one document.
Responsible officer(s):	Terry Baldwin
Senior leader sponsor:	Alison Alexander
Date:	Employment Panel 29 November 2016

SUMMARY

This briefing note sets out a variety of HR delegations contained within the constitution, policies and practice provided to Employment Panel, the Head of Paid Service, Directors, Heads of Service and Head of HR. It identifies three recommendations for change to the constitution

1 BACKGROUND

- 1.1 There are a variety of delegations set out within the constitution and also through policies and practice. However, there is no one list of HR related delegations setting out the various aspects of recruitment, appointment, terms and conditions and other areas, for reference by members, residents or officers.
- 1.2 The table at appendix A sets out 25 areas under two designations:
 Delegated via the constitution - 12
 Delegated via policy or practice - 13
 Of these 25 areas, 22 are recommended to continue as they are and three are recommended for change.

2 KEY IMPLICATIONS

Changes to the constitution

- 2.1 There is a consistent theme to the areas recommended for change, which is to delegate authority to Directors, in conjunction with the Head of HR, for payments up to £25,000. The recommended delegations to change are shown in table 1 below

Table 1 – delegations requiring a change to the constitution

Delegation	Current position	Recommendation
3.3 To approve and/or resolve, having regard to affordability and sound decision making, all other staffing issues not covered by delegations to staff where the financial implications for the authority do not exceed £5,000.	Employment panel to approve all costs over £5,000	Employment Panel for sums over £25,000. Relevant Director (or nominated alternative), in consultation with Head of HR, for sums up to and including £25,000.

Delegation	Current position	Recommendation
7.1 To deal with matters where there are financial implications, employment tribunal complaints (and other formal employment law claims, notices or casework) and to settle potential and/or actual tribunal matters.	Employment panel to approve all costs over £5,000	Employment Panel for sums over £25,000. Relevant Director (or nominated alternative), in consultation with Head of HR, for sums up to and including £25,000.
7.2 Requests for early retirement or voluntary redundancy (Life Choices).	Employment panel to approve all costs over £5,000	Employment Panel for sums over £25,000. Relevant Director (or nominated alternative), in consultation with Head of HR, for sums up to and including £25,000.

- 2.2 All three recommendations are linked to the same area within the constitution, Part 6 D 5.1 (i), which is the decision level for officers regarding financial settlements for staff. The recommendations, if approved, will allow officers to make decisions up to a maximum of £25,000 and employment panel to approve amounts above this level. The reason for recommending the increase to £25,000 is the requirement, where necessary, to act quickly in situations such as employment tribunals, if a settlement is to be agreed within a very limited period of time.

Negotiated agreements

- 2.3 There have been 14 agreements since August 2014, with eight for schools and six for the Royal Borough. It should also be noted there have been no settlement agreements since April 2016. Of the 14 agreements, one was at the current officer maximum of £5,000; nine were between £5,000 and £25,000 and four above £25,000. Full details are contained within appendix A.

3 NEXT STEPS

- 3.1 Employment panel to:
- i) Note the delegation of HR duties as set out in Appendix A.
 - ii) Agree the three recommendations in table 1, increasing the settlement figure for officer approval from £5,000 to £25,000 and employment panel approval for sums in excess of £25,000, and seek full Council approval for the required changes to the constitution.

Appendix A List of delegated HR functions

Function	Delegated via		Comments
	Constitution	Policy/Practice	
1 Appointment 1.1 Approve appointment, including level of remuneration, of: <ul style="list-style-type: none"> • Managing Director, • Strategic Directors, • Deputy Chief Officers (Deputy Directors & Heads of Service) 	Constitution –to Employment Panel Part 8 B 4	Policy Pay Policy Statement and Pay and Benefits policy	Retain current arrangements
1.2 Approve appointment, including level of remuneration, of staff below Deputy Chief Officer.	Constitution - Head of Paid Service or his/her nominee. Part 8 B 5	Policy Pay Policy Statement and Pay and Benefits policy	Retain current arrangements
2 Recruitment 2.1 Authorisation to recruit to a vacant role.	Constitution - Head of Paid Service or his/her nominee. Part 8 B 2, 3, 4 and 5.		Retain current arrangements.
2.2 Creation of temporary posts for 2 years duration.	Constitution – Head of Paid Service or his/her nominee. Part 8 B 2, 3, 4 and 5.		Retain current arrangements.
2.3 Engagement of temporary staff for periods under 4 weeks.	Constitution – Head of Paid Service or his/her nominee. Part 8 B 5.		Retain current arrangements.
3 Staffing Actions 3.1 To undertake any staffing related actions the Director considers appropriate in relation to staff in their Directorate, at Head of Service level, conducive to the efficient operation of the business.	Constitution – Head of Paid Service. Part 1 B Article 11		Retain current arrangements
3.2 To undertake any staffing related actions the Director or Head of Service considers appropriate	Constitution – Head of Paid Service Part 1 B Article 11		Retain current arrangements

Function	Delegated via		Comments
	Constitution	Policy/Practice	
in relation to staff in their Directorate, below Head of Service level, conducive to the efficient operation of the business. This could include: Minor nil cost restructures where teams are realigned; Temporary secondment of staff to a specific project or task.			
3.3 To approve and/or resolve, having regard to affordability and sound decision making, all other staffing issues not covered by delegations to staff where the financial implications for the authority do not exceed £5,000.	Constitution to Employment Panel Part 6 D 5.1 (i)		Amend to: Employment Panel for sums over £25,000. Relevant Director (or nominated alternative), in consultation with Head of HR, for sums below £25,000 This recommendation requires a change to the constitution. Part 6 D5.1 (i)
4 Payment of Fees/Courses 4.1 Certify payment for professional fees (membership to organisation for instance accountancy, planning and social work).		Policy. Expenses policy	Retain current arrangements
4.2 Attendance of staff on professional training		Policy Learning and Development	Retain current arrangements
5 Leave 5.1 Agreeing additional leave/special leave.		Policy Contained within Paternity and Parental Leave and Buying/Selling of Leave scheme	Retain current arrangements
6 Waiver of payment 6.1 Waiver of requirement to repay maternity payments.		Policy Maternity Guidelines	Retain current arrangements
7 Payments 7.1 To deal with	Constitution to Employment Panel		Amend to: Employment Panel for sums over

Function	Delegated via		Comments
	Constitution	Policy/Practice	
matters where there are financial implications, employment tribunal complaints (and other formal employment law claims, notices or casework) and to settle potential and/or actual tribunal matters.	Part 6 D 5.1 (i)		£25,000. Relevant Strategic Director (or nominated alternative), in consultation with Head of HR for sums below £25,000 This recommendation requires a change to the constitution. Part 6 D5.1 (i)
7.2 Requests for early retirement or voluntary redundancy (Life Choices).	Constitution to Employment Panel Part 6 D 5.1 (i)	Policy Redundancy and Early Retirement policy	Amend to: Employment Panel for sums over £25,000. Relevant Strategic Director (or nominated alternative), in consultation with Head of HR for sums below £25,000 This recommendation requires a change to the constitution. Part 6 D5.1 (i)
7.3 Authorise overtime.		Policy Pay and Benefits policy	Retain current arrangements
7.4 Reimbursement of travel expenses.		Policy Expenses policy	Retain current arrangements
7.5 Consider and approve applications from Directors for payment of honoraria and acting allowances.		Policy Honorarium scheme	Retain current arrangements
7.6 Staffing related payments, up to the maximum of the Inland Revenue rate, where conducive to the efficient operation of the Authority.		Policy Relocation scheme.	Retain current arrangements
7.7 Calculation of payment of salaries and expenses of staff in the authority.		Policy Contained within Pay and Benefits policy and Expenses policy	Retain current arrangements
8. Job Evaluation/Design		Practice Job Evaluation scheme	Retain current arrangements

Function	Delegated via		Comments
	Constitution	Policy/Practice	
8.1 Job (re)evaluation requests and regarding of posts below Director level			
8.2 Determine grades for staff in accordance with JE scheme for roles below Head of Service, subject to budget allocation.		Practice Job Evaluation scheme	Retain current arrangements
8.3 Change the establishment, subject to budget provision, in cases where a full time post is converted to part time and vice versa. For example Two 18.5 hour Part Time roles converted into one full time 37 hours role – no financial implication.	Constitution – Head of Paid Service. Part 1 B Article 11		Retain current arrangements
8.4 Approve changes to job responsibilities or accountabilities	Constitution – Head of Paid Service. Part 1 B Article 11	Practice Job Evaluation scheme	Retain current arrangements
9. Employee Relations 9.1 Undertake disciplinary action (subject to advice from Head of HR)		Policy Disciplinary procedure	Retain current arrangements
9.2 To implement all decisions of the Head of Paid Service on conditions of service and salary awards.		Practice Via Pay and Benefits policy and Pay Reward Scheme	Retain current arrangements

Appendix B - Settlements from August 2014 to November 2016

	Date	Directorate Or School	Amount	Reason
1	Aug 14	RBWM	£8,300	Mutual agreement
2	Dec 14	Schools	£7,000	Mutual agreement
3	Jan 15	Schools	£8,982	Mutual agreement
4	Mar 15	RBWM	£21,522.79	Redundancy compromise
5	May 15	Schools	£40,152.38	Redundancy compromise
6	May 15	Schools	£24,460	Resignation
7	Jun 15	RBWM	£16,150	Mutual agreement
8	Aug 15	Schools	£17,903	Mutual agreement
9	Aug 15	Schools	£30,000	Resignation due to ill health
10	Aug 15	Schools	£29,000	Mutual agreement
11	Nov 15	RBWM	£26,666.63	Redundancy
12	Oct 15	RBWM	£9,200	Settlement of claim
13	May 16	RBWM	£8,263.50	Health issues
14	Apr 16	Schools	£5,000	Mutual agreement

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Agenda Item 8

By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Agenda Item 9

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