



**TRAFFORD
COUNCIL**

**AGENDA PAPERS FOR
EMPLOYMENT COMMITTEE**

Date: Monday, 22 June 2015

Time: 10.15 a.m.

(or at the rising of the Joint Consultative Panel)

**Place: Committee Room 2 and 3, Trafford Town Hall,
Talbot Road, Stretford M32 0TH**

A G E N D A	PART I	Pages
1.	ATTENDANCES To note attendances, including Officers and any apologies for absence.	
2.	MEMBERSHIP OF THE COMMITTEE 2015/16, INCLUDING CHAIRMAN, VICE-CHAIRMAN AND OPPOSITION SPOKESPERSON To note the Membership of the Committee for the 2015/16 Municipal Year, as appointed at the Annual Meeting of the Council held on 28 May 2015, namely: Councillors Joanne Bennett, Mark Cawdrey, Mrs. Pamela Dixon (Vice-Chairman), Nathan Evans, Catherine Hynes (Opposition Spokesperson), David Jarman and Brian Rigby (Chairman).	
3.	TERMS OF REFERENCE To note the Committee's Terms of Reference as confirmed at the Annual Meeting of the Council held on 28 May 2015.	1 - 2
4.	MINUTES To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 9 March 2015.	3 - 4

5. **AGENCY SPEND FOR PERIOD 1ST APRIL 2014 TO 31ST MARCH 2015**
To consider a report of the Acting Director of Human Resources. 5 - 10
6. **STAFF ENGAGEMENT AND SUPPORT**
To consider a report of the Acting Director of Human Resources. 11 - 18
7. **EXEMPTIONS TO THE SICKNESS POLICY - 2014/15 YEAR END POSITION**
To consider an oral update from the Acting Director of Human Resources.
8. **URGENT BUSINESS (IF ANY)**
Any other item or items which, by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

THERESA GRANT
Chief Executive

Membership of the Committee

Councillors B. Rigby (Chairman), Mrs. P. Dixon (Vice-Chairman), J. Bennett, M. Cawdrey, N. Evans, C. Hynes and D. Jarman.

Further Information

For help, advice and information about this meeting please contact:

Alexander Murray, Democratic and Scrutiny Officer
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Email: alexander.murray@trafford.gov.uk

This agenda was issued on **Thursday, 11 June 2015** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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EMPLOYMENT COMMITTEE

Terms of Reference

1. To determine collective and corporate terms and conditions of employment.
2. To consider any matter referred to the Committee by the Head of Paid Service or Corporate Director Transformation and Resources.
3. To consider, approve and adopt any new or significant revision to existing corporate human resources strategies and policies in so far as they relate to the appointment, terms and conditions of employment and dismissal of staff.
4. To determine any other matters relating to the appointment, terms and conditions of employment and dismissal of staff which are neither covered by policies of the Council nor delegated to Officers under the Scheme of Delegation.

Delegation

The Executive Member with responsibility for Strategic HR and the Corporate Director Transformation and Resources will notify/keep the Committee informed of all other relevant HR related issues, as required.

In exercising the above powers and responsibilities, the Committee shall have delegated power (subject to Council Procedure Rule 9 - Call-in of Decisions taken under Delegated Powers) to make decisions on behalf of the Council, except for any matter where:

- the Head of the Paid Service determines the matter should be considered by full Council, or
- the Council has resolved to determine the matter

[Note: The Committee may itself determine not to exercise its delegated powers and instead make recommendations to Council]

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EMPLOYMENT COMMITTEE

9 MARCH 2015

PRESENT

Councillor B. Rigby (in the Chair).

Councillors Mrs. P. Dixon (Vice-Chairman), C. Hynes, B. Shaw and A. Western

In attendance

Lisa Hooley	Acting Director of Human Resources
Habib Khan	Head of Legal (Community)
Deborah Lucas	Head of Human Resources Business Partnering
Angela Beadsworth	Acting Head of Workforce and Core Strategy
Ian Cockill	Senior Democratic and Scrutiny Officer
Alexander Murray	Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Councillors J. Bennett and N. Evans

14. MINUTES

That the Minutes of the meeting held on 11 February 2015 be approved as a correct record and signed by the Chairman.

15. USE OF AGENCY WORKERS

The Acting Director of Human Resources presented a report on the Council's use of agency workers in the last 6 months. The report outlined the robust process in place within the council to ensure that agency workers were only hired in exceptional circumstances. The report further detailed the rationale for the agency worker spending across Council departments within the last 6 months.

RESOLVED: That the report be noted.

16. TRADE UNION FACILITIES AGREEMENT REVIEW UPDATE

The Committee received a report which provided an update on the review of the corporate trade union facilities agreement, specifically in relation to the number of full-time convenors.

The report detailed the on-going negotiations with trade unions, the facilities benchmarking exercise and an analysis of the current workload for union representatives within the Council. It was estimated that the assessment of membership numbers and other potential savings options would be concluded by the end of April 2015.

RESOLVED: That the report be noted.

Employment Committee
9 March 2015

17. PAY POLICY STATEMENT

The Acting Director of Human Resources submitted a report providing Members with information relating to Trafford's pay policy for 2015/16 in line with the requirements for the Localism Act 2011.

RESOLVED: That the 2015/16 Pay Policy Statement, as set out in the report, be recommended to Council for approval.

18. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Acting Director of Human Resources gave an oral update on instances of sickness exemptions within the last quarter.

The Committee was informed that within the last quarter there had been two new requests submitted both of which were accepted. In addition, one request that was under consideration at the time of the last Employment Committee has subsequently not been agreed. Since the implementation of the policy in April 2014 there had been a total of eight requests for sickness exemptions made of which four had been accepted and four rejected.

The meeting commenced at 10.20 am and finished at 10.33 am

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 22nd June 2015
Report for: Information
Report of: Acting Director of HR

Report Title

Agency Spend for Period 1st April 2014 to 31st March 2015
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Recommendations

That the content of this report is noted.
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Relationship to Policy Framework/Corporate Priorities	These proposals align with the council's Corporate Priorities in respect to 'Low Council Tax and Value for Money' and 'Reshaping Trafford Council'.
Financial	The cost of using agency workers is carefully managed and monitored through existing budgets and budget management frameworks.
Legal Implications:	Agency assignments are carefully monitored to ensure that they are legally compliant and any employment liability is mitigated.
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	The use of agency workers supports critical resourcing gaps.
Risk Management Implications	See Legal Implications section.
Health & Wellbeing Implications	None
Health and Safety Implications	None

1. Background

A robust vacancy clearance process is in place that ensures that posts are only filled where there is a compelling case to do so and that where a post is filled, the aim is to match to the vacancy in the first instance in a priority sequence; employees on notice from redundancy (redeployees), "at risk" staff (those employees where there is a real risk of redundancy) and apprentices.

Vacancies will then be subject to approval initially by respective Directorate Management Teams and subsequently the Corporate Management Team (CMT), for advertisement to internal staff in order to minimise the number of compulsory

redundancies and the incurrence of additional spend on external resources, including agency fees.

Only after all internal processes have been exhausted and in exceptional circumstances only, e.g. the Council must fill the post in order to meet a statutory requirement, will DMTs/CMT approve the post to be advertised externally and/or an agency route will be explored.

1.1 Use of Agency staff

There will be exceptional circumstances whereby the resourcing needs are short term in nature and require access to time limited and/or specialist skills that cannot be found within the organisation. For these reasons, access to temporary agency support is essential to meet critical gaps in service provision as outlined below. The breakdown of agency spend over the previous financial year (from April 2014 to March 2015 inclusive) is provided in the document accompanying this paper.

1.2 Children, Families and Well-Being Directorate

The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable children and adults. The interim staffing need is primarily required to cover staffing resource gaps, created as a result of short-term staff absences or whilst recruitment to permanent posts is underway and cover is critical to ensure that service users receive the appropriate level of care and support.

Spend activity primarily relates to the procurement of interim qualified Social Workers and Adult Support workers, which represents 83% total spend for the Directorate. The remaining spend primarily relates to provision and support of childcare services where the Council has statutory obligation to meet minimum staffing ratios.

In order to significantly reduce spend on the use of agency children's social workers, a business case has recently been agreed whereby a peripatetic team of permanent social workers will be recruited, in order to reduce both the need for and the cost of some of the agency social workers and maintain continuity of service, in the future. These experienced social workers will be deployed on short-term/time-limited placements in response to service demand.

In addition, agreement has just been reached across AGMA authorities to trial the introduction of standardised and sustainable pay rates for children's agency social workers, so where this interim need is required, there would be a reduction in costs to the authority.

1.3 Transformation and Resources Directorate (T & R)

Agency spend in this Directorate is due to the need to bring in specialist skills to provide transformational, technical and consultancy support to the organisation as it reshapes and for those interim resources required to support core services in this Directorate whilst they go through their own transformation and staffing restructures, which will support the realisation of Directorate savings.

1.4 Economic Growth, Environment and Infrastructure

The agency spend in this area relates to interim technical support and the current position in terms of the impending TUPE transfer to Amey.

2. AGMA Agency Spend Position

In respect to how Trafford's spend compares with that across other AGMA and associate authorities, Rochdale's spend was £6.7m, Bolton's was £5.7m and the spend for Warrington, Oldham and Bury respectively all ranged between £2.5 - £3m.

3. Conclusion

Employment Committee is recommended to note the content of this report.

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Trafford Council Agency Spend by Directorate - 1st April 2014 to 31st March 2015

Directorate	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Total
CFW	£111,453	£110,405	£122,691	£127,780	£98,513	£93,993	£107,867	£89,697	£79,341	£93,599	£104,040	£125,978	£1,265,355
EGEI	£12,323	£12,249	£13,983	£15,743	£10,280	£9,766	£11,464	£7,645	£8,920	£12,787	£14,136	£12,717	£142,013
T&R	£22,953	£47,505	£52,790	£51,739	£53,831	£56,299	£56,911	£55,988	£46,716	£59,737	£60,502	£75,038	£640,010
All	£146,728	£170,160	£189,464	£195,262	£162,624	£160,058	£176,242	£153,329	£134,978	£166,123	£178,678	£213,733	£2,047,378

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Report to: Employment Committee
Date: 22nd June 2015
Report Subject: Staff Engagement and Support
Report Author: Lisa Hooley, Acting Director of HR

Report Title: Staff Engagement and Support

Recommendation(s)/Decision required:

To note the workforce initiatives, staff engagement and support mechanisms that are in place.

Summary of key stakeholders involved in report production:

Angela Beadsworth x 1291

1. Background

This report provides an update on workforce activities to support, develop, engage and communicate with our workforce, so that quality services continue to be delivered to Trafford residents and customers.

2. Reshaping Trafford Council

Communication and Engagement

A range of communication and staff engagement activities has been put in place, some of which are as a result of feedback received from the Employee Survey conducted in 2012/13 and the first 'Are you ready for change?' Survey, which was undertaken in February 2014. This information has informed the development of the Reshaping Trafford 'Supporting Change to Happen' strategy that sets out how we will lead, communicate and engage the workforce through the significant organisational change journey and some of the activities are outlined below for information.

2.1 Survey (June 2015)

Building on the 'Are you ready for change?' survey conducted in February 2014, a further survey is proposed to take place in mid-June entitled: 'Are you equipped for change?'. This survey acknowledges that we have listened to the feedback received from staff and equipped the workforce with a range of engagement activities, tools and techniques over the last 12 months to support them on the next phase of their change journey. We are retaining the same questions in the follow-up survey to

allow us to benchmark appropriately and evidence that the changes we have put in place to support the workforce are making a real difference.

The results of this survey will help to further shape the 'Supporting Change to Happen' strategy forming part of the Reshaping Trafford Council programme and it is intended to share the initial survey results at the two staff engagement events later this year; Trafford Leaders' and Working Together for Trafford.

2.2 Corporate Management Team Drop-in Sessions

The first CMT engagement drop-in sessions were held for the Transformation and Resources (T&R) and Children, Families and Well-Being (CFW) Directorate staff on 22nd May 2015, with Economic Growth, Environment and Infrastructure (EGEI) staff meeting with their Corporate Director on 29th May 2015. These are informal sessions where staff can ask questions or just find out more about their senior managers to encourage on-going dialogue and a more open culture for sharing and exchanging information across the Council.

These sessions were implemented as a direct result of staff feedback.

2.3 Newsletters/Website

A series of Reshaping Trafford newsletters are issued on a regular basis informing staff on a wide range of topics relating to the changes happening across the Council. The next newsletter is due in early June and will be an update covering some of the areas highlighted in this report, to remind managers/staff of the range of support that has been implemented / delivered to support them on their change journey. A further newsletter is also proposed, which will focus specifically on the programme of change within CFW.

2.4 Trafford Leaders (July 2015) / Working Together for Trafford (September 2015) Events

These two events formed part of a full week of engagement activities/events during June 2014 that saw the HR service working closely with Transformation and Communication colleagues to promote the Reshaping Trafford programme to staff at all council sites.

The next events will provide an update on the Devolution agenda (the Trafford Leaders' meeting will particularly focus on this), the Reshaping Trafford projects and the staff engagement and development activity that has been undertaken in the intervening period and the results of the planned survey will also be positioned during these events.

To allow sufficient time to conduct wider communications and strive to ensure full engagement in the survey, these two events are scheduled for early July for Trafford Leaders and early September for Working Together for Trafford.

We are also continuing to demonstrate how we have delivered upon our 'You Said, We Did' ethos by evidencing how we have listened to staff and made changes to our approach based on their feedback, engagement ideas and training programmes undertaken.

2.5 JVC Project

As part of the wider corporate consultation process leading up to the contract award stage, fortnightly meetings took place with the trade unions in relation to the JVC project. Direct communications with staff also took place via briefings at key milestones in the procurement process, using opportunities of scheduled team meetings, via newsletters and updates on the Reshaping Trafford website.

Following the contract award to Amey, their staff are now based at both the Carrington and Trafford Town Hall sites; these staff are available to respond to any queries from staff and Amey will continue to have a presence on site throughout the whole of the mobilisation period and for a period of time post-mobilisation.

Since the commencement of mobilisation, there have been staff roadshows at both Carrington and the Town Hall; these roadshows were attended by all staff and have been followed up by one-to-one meetings. We have also set up fortnightly trade union meetings, which are joint meetings, attended by HR and managers from both Trafford and Amey.

Staff continue to receive written communications about the transfer and we have recently developed a set of joint FAQ's, with input from Trafford and Amey. We are also now producing joint newsletters to reflect our partnership approach.

2.6 Female Leadership Network Events (29 May – Fashion Show)

A Charity Fashion Show, with invitations sent from Trafford's Female Leadership Network, was held at Trafford Town Hall on Friday 29 May, 2015, with a company called 'Colours Fashion' offering their range of high street fashion labels for sale. Chelsea Norris from the Key 103 breakfast show, who presented at last year's staff awards, sponsored this event and hosted the show.

The fashion show brought current high end fashion from the high street straight to the catwalk. Guests were excited to see the wide range of clothes and many took the opportunity to buy them at real bargain prices on the night.

The event was a real success and presented a further opportunity for staff to come together in a relaxed and enjoyable environment further contributing to our staff engagement strategy.

2.7 Annual Employee Recognition Awards (October 2015)

Planning has commenced for the next employee recognition awards to take place on a date to be agreed in October 2015.

The annual awards ceremony and evening is an extremely successful part of the staff engagement strategy and presents an opportunity for staff to take part in the nomination process leading up to the event. It provides the opportunity for those who are shortlisted to celebrate with others and attend a fully-sponsored function outside of working time and enjoy a three course meal and entertainment.

Learning and Development

2.8 Suite of Management Development Sessions (January – May 2015)

Following on from feedback gained through the Are you ready for change? survey, three inter-dependent workshops were delivered in Autumn 2014 by North West Employers (Emotionally Intelligent Leadership for Successful Change, Managing the Stretch and Strain of Change and Creating Meaningful Dialogue),

The following additional sessions as part of Phase Two have been developed and are currently being delivered to managers:-

- Coaching for Improved Performance (incorporating support for the refreshed Personal Development Review process).
- Negotiating and Influencing Skills.
- Commercial Awareness Skills.

To supplement this programme, e-learning packages are also available on a range of related topics (such as Coaching, How to Manage through Change and Constructive Feedback) and additional sessions on Managing Change and Personal Resilience are available on a demand basis internally delivered by the Learning and Development team.

A full evaluation of the Phase One and Two activities under the Reshaping Trafford 'Supporting Change to Happen' strategy is currently taking place and will inform further learning and development interventions in 2015/16.

3. CFW Organisational Development Action Plan

The HR service is currently working closely with CFW managers and Finance in relation to addressing the required performance management, cultural and training and development actions arising from the recommendations of the CFW budget monitoring action plan, agreed by the Accounts and Audit committee in September 2014. An Organisational Development Recovery Action Plan was compiled and progress updates on this have been provided to CMT and the Accounts and Audit Committee.

Three 'people' recommendations were developed to ensure that the CFW Directorate can move further forward to achieve a uniform Directorate culture with appropriate behaviours that are modelled by all employees; that managers have the

relevant people management skills and expertise and that succession plans are in place to avoid future skills gaps.

The HR service has put in place a number of targeted and bespoke learning and development interventions for staff in CFW and Finance, to achieve the people recommendations.

4. Member Development

As Members will be aware, three workshops, which form part of the Trafford Local Leaders' Programme, have already been delivered with a further final session under consideration with a potential delivery date in August 2015.

To support the introduction of new tablet devices and potentially new mobile phones, all councillors are being offered the opportunity to attend a 1:1/small group support session with training, if required, during June 2015.

Arrangements are being put in place for overview briefings around the requirements of the Care Act for Members with a more in-depth briefing provided for those members who require it. It is proposed to ask Members to self-select which training is most effective to meet their needs. We are currently scheduling Personal Development Review sessions with Members with their preferred preference of an officer or peer discussion.

Following the recent elections and appointment of new councillors, an Induction programme for new Members is taking place and we are currently scheduling an opportunity for new Members to meet with the Corporate Management Team during June 2015.

We continue to promote and encourage take up of further learning and development opportunities to Members and continue to provide support to our Member Development Steering Group.

5. Apprenticeships and Internships

Apprenticeships

In total, 90 apprenticeship positions have been created within the Council and our priority groups continue to be Looked-after-Children in line with Trafford's corporate parenting responsibilities, young people aged between 16-24 and Trafford residents.

12 Looked-after-Children have been supported onto a Trafford Council Apprenticeship and 5 of these individuals have completed their apprenticeship. In the last 12 months, 2 of these 5 have completed Level 2 and 3 apprenticeships and have now moved onto permanent roles. We currently have one Looked-after-Child on the programme.

We have a total of 18 apprentices currently on the programme employed across the Council, with an additional 7 opportunities being recruited to across a variety of roles.

A wide-range of support and development is in place for our apprentices, including a comprehensive induction, personal development plans, peer/buddy and mentoring support and HR development / team-building sessions.

Upon completion of their apprenticeships, 26 apprentices have obtained permanent roles with the Council and 11 have secured permanent roles externally.

A traineeship programme is being developed in partnership with Trafford College with a target group of up to a maximum of 10 young people either known to the Youth Offending Service and / or were children in care. The aim of this programme is to support them to move towards independence and preparation for future career development and potentially prepare these individuals for an apprenticeship.

An annual induction event is being organised for new intakes onto the apprenticeship programme.

Internships

We continue to work in partnership with Pure Innovations, Trafford College and Central Manchester Hospital NHS Trust to deliver and further develop a programme to support young people with learning difficulties/disabilities into work experience and ultimately into employment.

All individuals on the programme have secured work experience and employment opportunities and the Council have provided work experience opportunities for a number of individuals on the programme. In addition, two young people were offered fixed-term contracts with the Council with the offer of supporting them to find further alternative employment when these initial contracts cease.

Trafford has recently confirmed our commitment to continue to contribute funding towards staffing costs of the Employment Support Officer in supporting the programme for a further year and a new cohort of young people has been recruited to the programme. We will continue to work in partnership to source work experience and jobs with our partner organisations and with businesses across the borough and contribute to providing support through the Internship Steering Group.

We are continuing to:

- Promote opportunities to businesses and support through 'Jobs with Training' funds, which are monies converted from remaining unused GM commitment grants allocated to Trafford.
- Explore opportunities for work experience within the Council and/or with partners/businesses for the current year's cohort.
- Support the partnership Steering Group.
- Support on-going promotional events/activities.

We have also been invited to present and run workshops at an international conference being held in Manchester in June 2015, to further promote the internship programme

6. Outplacement Support

There are several mechanisms to support staff who are leaving the Council through redundancy to move onto the next phase of their career in a positive manner. For professional employees and senior managers, support can be accessed via Penna, who are the UK's number 1 provider of career transition services. Staff who are referred to the service can either choose a pre-determined support package or can use an agreed number of credits to flexibly access support in the best way for them.

We also access support from the DWP/Jobcentre Plus, who have provision for the whole workforce. They held two sessions for 'at risk' staff in April, which were well attended. At the sessions, staff were given an overview of the types of support available, advised about accessing benefits/managing finances and sign-posted to other services. They also indicated the follow-on support that they would like to receive. Further group and one-to-one sessions were then arranged during May and June 2015, which included interview and CV skills development and information on self-employment. As well as the formal sessions, staff can also use a self-help route.

Support for the preparation of CVs/interviews is also available for interested staff delivered by the HR Learning and Development team.

7. Health and Well-Being

We have introduced health and wellbeing events to promote healthier lifestyles in the workplace, working in partnership with a range of external providers.

Some of the exhibitors supporting these events include Connect Physio, CYPS information services, BDMA, Herbal Life, Trafford Leisure Trust, LA Fitness and Lloyds Pharmacy. A range of activities, information and advice is made available to staff, including smoking cessation, blood pressure checks and weight management along with BMI testing, sport demonstrations and advice and encouragement on taking up activities such as outdoor workouts and gym memberships.

The addition of the Tug of War was a big hit last year, with staff commenting that it really boosted morale and gave a general feeling of wellbeing. Last year, we added in more interactive activities including inflatable games, hoola-hooping, a football penalty shoot-out and sumo suits.

Annual football tournaments at the Soccerdome have also encouraged teams across the council to come together and enjoy a competitive event, whilst exercising and keeping fit.

Following the recent schools Service Level Agreement open event held in April 2015, 13 schools have expressed a keen interest to hold a health and wellbeing event within the school for their staff and this is being progressed.

8. Conclusion and Recommendations

Employment Committee is recommended to note the workforce initiatives in place and underway across the organisation, together with the wide range of activity in respect to staff engagement and support.