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TRAFFORD COUNCIL

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE MEETING

Date: Monday, 11 February 2013

Time: 10.30 a.m. (or at the rising of the Joint Consultative Panel)

Place: Rooms 7 and 8, Ground Floor, Quay West, Trafford Wharf Road, Trafford Park, M17 1HH

| A G E N D A | PART I | Pages |
|--------------------|--|--------------|
| 1. | ATTENDANCES To note attendances, including Officers and any apologies for absence. | |
| 2. | MINUTES To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 24 October 2012. | 1 - 2 |
| 3. | INTERNAL APPRENTICESHIP SCHEME To consider a report of the Director of Human Resources. | 3 - 10 |
| 4. | BUDGET CONSULTATION FEEDBACK REPORT To consider a report of the Director of Human Resources. | 11 - 16 |
| 5. | CHRISTMAS CLOSURE REVIEW REPORT To consider a report of the Director of Human Resources (To Follow). | |
| 6. | 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

Employment Committee - Monday, 11 February 2013

Membership of the Committee

Councillors B. Rigby (Chairman), Mrs. P. Dixon (Vice-Chairman), J. Bennett, Mrs. L. Cooke, C. Hynes, J. Lamb and A. Western

Further Information

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

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This agenda was issued on **Friday, 1 February 2013** by the Legal and Democratic Services Section, Trafford Council, Quay West, Trafford Wharf Road, Trafford Park, Manchester, M17 1HH.

EMPLOYMENT COMMITTEE

24TH OCTOBER 2012

PRESENT:

Councillor Rigby (In the Chair),
Councillors Bennett, Mrs. Dixon and Hynes.

In attendance:

Director of Human Resources (Ms. J. Hyde),
Head of Workforce and Core Strategy (Ms. L. Hooley),
Democratic Services Officer (Mr. I. Cockill).

APOLOGIES

Apologies for absence were received from Councillors Mrs. Cooke, Lamb and A. Western.

8. MINUTES

RESOLVED –

- (1) That the Minutes of the meeting held on 11th July 2012 be approved as a correct record and signed by the Chairman.
- (2) That, in respect of Minute No. 4 (Changes to Local Government Pension Scheme), the Committee notes that further details regarding staff opting out and promotion of the 50/50 option will be provided to Members once the information has been received.
- (3) That, further to Minute No. 6 (Trafford Council Employee Recognition Awards Scheme and Celebration Event), the Committee welcomes the overall success of the awards and the positive feedback received that staff felt motivated, recognised and proud, and places on record it's thanks to the sponsors and officers for a resoundingly successful and well organised event.

9. BUDGET PROPOSALS – 2013 TO 2015

The Director of Human Resources submitted a report introducing the Council's budget proposals for the next 2 financial years in relation to the potential impact on the workforce and attaching the Trade Union Briefing on the budget consultation.

Further to the Review of Senior Management referred to on page 26 of the briefing, a consultation paper on the proposed integration of Community Wellbeing, Children and Young People's Service and Public Health; reduction in senior management posts was tabled for Members attention at the meeting.

The Director of Human Resources referred to the staffing impact across all service areas which were subject to formal consultation and outlined an initial set of proposals relating to changes to staff terms and conditions including the timetable and methods of consultation on the proposed changes. The Committee was advised that the proposed

Employment Committee
24th October 2012

changes to staff terms and conditions equated to the safeguard of approximately 100 jobs.

Discussing the review of Terms and Conditions, the Committee emphasised that a "Living Wage" should withstand the introduction of a mandatory 5 days unpaid leave. Members were also mindful that the living wage was a national figure, excluding London which did not reflect local conditions, however, through North West Employers, Council's across the region were considering this issue. Advising that the living wage would have some bearing on approximately 300 employees, the Director of Human Resources agreed to inform Members of the Committee of exact figures at the time.

Considering the proposal to reduce the sick pay scheme, the Committee was reassured that exceptional circumstances would continue to be reviewed on an individual case basis and suggested that the consultation highlight the fact that the Industrial Injury Sickness Pay Scheme was separate and would not be affected by the proposal.

It was anticipated that formal proposals on changes to staff terms and conditions would be drafted in the New Year with a view to commencing a period of formal consultation in spring 2013. The Council had formally entered a 90 day consultation period on 15th October 2012 for the proposed staffing changes included in the draft budget proposals and this would conclude on 14th January 2013.

RESOLVED –

- (1) That the Committee notes the budget proposals for the next 2 financial years and that they will be discussed with the Trade Unions at the Special Joint Consultative Panel (JCP) on 5th November 2012.
- (2) That the robust methods of consultation and procedures for employees facing redundancy be noted and that Members be invited to convey any further thoughts and suggestions to the Director of Human Resources.
- (3) That further consideration be given to the proposals at the JCP and Employment Committee meetings in early 2013.

The meeting commenced at 6.30 p.m. and finished at 7.04 p.m.

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 11th February 2013
Report for: Information
Report of: Joanne Hyde, Director of Human Resources

Report Title

Trafford Council's Internal Apprenticeship Programme – Progress Update

Summary

This report sets out the ongoing progress with the Council's internal apprenticeship programme since its launch at the beginning of October 2011.

Recommendation(s)

- That the Employment Committee notes the significant progress to date.

Contact person for access to background papers and further information:

Name: Kirsty Roberts / Lisa Hooley
 Extension: 4218 / 4670

Background Information

| | |
|---|--|
| Relationship to Policy Framework/Corporate Priorities | The Council's apprenticeship scheme aligns with its priorities, in particular 'Preserving and Improving Educational Excellence' and 'Improving the Health and Well-Being of Residents' |
| Financial | Salary and associated costs i.e. training fees |
| Legal Implications: | Apprentice training contracts are in line with relevant legislation |
| Equality/Diversity Implications | In line with relevant legislation and good practice |
| Sustainability Implications | None |
| Staffing/E-Government/Asset Management Implications | The apprenticeship placements are training posts and do not impact upon the existing staff base |
| Risk Management Implications | None |
| Health and Safety Implications | None |

1. Introduction

A total of 51 apprentices have started work with Trafford since October 2011; of these, 84% (43) remain employed by the Council and 8 apprentices have left due to significant social/domestic reasons, unconnected to their apprenticeship roles. Of the 43 who are still employed, 5 have now obtained permanent roles with the Council, leaving 38 apprentices on the apprenticeship scheme.

1.1 Priority Groups for Recruitment

The priority groups were agreed as Children Leaving Care, in line with Trafford's Corporate Parenting responsibilities, young people aged between 16-24 and Trafford residents.

Of the 38 apprentice recruits that remain in the scheme, 11% (4) are care leavers, 74% (28) are aged 16-24 and 66% (25) are residents of the Borough.

2. Apprentice Recruitment

In line with the apprenticeship strategy, a further campaign to promote the benefits of apprenticeships will be undertaken to link in with National Apprenticeship week (week commencing 11th March 2013).

It is hoped that a number of vacancies will be available to promote during the week and at other events that are taking place around this time. Currently, there is 1 apprentice vacancy in Democratic Services. This role will be promoted at Connexions' apprenticeships and jobs fair on 7th February 2013 at Sale Waterside.

Nominations for new apprenticeship roles will be sought from service areas in the next few weeks.

3. Care Leavers – Progress Update

Appendix 1 details the progress to-date of care leavers employed as apprentices at Trafford Council.

4. Learning and Reflection

Following discussions at recent Corporate Parenting sub-committee meetings, the following recommendations were made to the Apprenticeship programme;

1. To look to place care leavers in posts that are close to their home, in order to minimise any potential travel/time-keeping issues.

Progress update: discussions have taken place with the Aftercare team as to how this can be managed, in readiness for the next cohort of children leaving care i.e. through the identification of suitable vacancies via the self-smart assessment tool.

2. To undertake pre-apprenticeship activity with Rathbones, incorporating the self-smart assessment tool (working with the Children in Care team) and also the

Aspirational Futures programme (which develops young people's knowledge and understanding of the behaviours and competencies that are a common feature of employers' recruitment and selection processes). Consideration will also be given as to whether the self-smart tool can be extended to all apprentices.

Progress update:

- **A meeting has taken place with Rathbones, to discuss the development of a pre-apprenticeship scheme that would be delivered to care leavers. There are 2 programmes that could support a Care Leaver cohort, one of which is a pilot programme that provides additional support for vulnerable groups. In order to compare programmes, a meeting is also being organised with Skills Solutions who also deliver a pre-apprenticeship scheme.**
 - **Connexions also deliver a pre-apprenticeship programme, which supports vulnerable young people and prepares them for employment. It is hoped that these young people (once they have completed their work with Connexions) will be supported into the Council's internal apprenticeship scheme.**
 - **There may also be the possibility to bid for funding as part of the City Deal programme that could support pre-apprenticeship activity and this is currently being explored further.**
 - **Connexions and the Youth Offending Service are developing a project that will identify a cohort of vulnerable Year 11's. The young people will be identified from the Key Stage 4 Pupil Referral Unit, Young Offenders and Care Leavers. The aim of the project is to provide additional support and guidance for this cohort over a number of after-school sessions. It is hoped that this cohort could feed into a pre-apprenticeship scheme and ultimately the Council's internal apprenticeship scheme. Further discussions are being held shortly to develop this activity**
3. As part of the recruitment process, hold an open week/taster sessions, so interested candidates can try out different departments and teams and get a feel for the environment and type of work undertaken, to help them determine their options and areas of interest.

Progress update:

- **Trafford College is currently re-developing their NEET programme delivery and as part of this, they are looking to offer taster sessions for their college students. HR is working with the college to identify opportunities for these sessions to be offered by the Council; this will provide young people with an insight into the possible career paths available at Trafford Council.**
 - **Discussions have taken place with the Aftercare and Connexions teams to identify key roles (ideally 10) at the Council that young care leavers may wish to learn more about. These roles will provide the basis for a number of taster sessions to be held during school holidays and promoted during National Apprenticeship week that will allow young people the opportunity to understand about the work environment and an area of work that interests them.**
4. To appoint a mentor to every (not just care leavers) apprentice as mandatory and within the induction, promote the role and benefits of a mentor.

Progress update: Discussions are currently taking place with apprentices to appoint mentors.

5. Provide training and support to appointed mentors. The Children in Care team will provide additional training to care leavers' mentors.

Progress update: A cross section of 43 experienced managers have recently been trained and will provide support to our apprentices along with support to young jobseekers aged between 18 and 24 from within Trafford borough.

Connexions has also offered to support any care leavers on the internal scheme through a buddy system, offering to provide support on a regular basis via informal catch- up meetings.

6. Regular 'formal' meetings are held, involving the care leaver, their Personal Advisor, their Mentor, HR and the line manager, to review progress, development, discuss any issues and discuss the 'step-down' process.

Progress update: regular meetings and communication has been taking place between HR and the line manager regarding the Care Leavers' progress. Reviews are currently taking place with apprentices and their line managers to discuss any concerns and progress on the programme.

7. In the last quarter of an individual's apprenticeship, support with CV preparation, job seeking and signposting and help the apprentices to get 'job ready'.
8. Introduce a reference process, based on skill set (similar to the approach taken with the Future Jobs Fund scheme).

Progress update: this is currently being established as part of the on-going development of the scheme and will support the on-going training activity provided to the apprentices.

9. At the induction, invite the new apprentices' line managers for an interactive session over lunch, where they can get to know each other.

Progress update: the next round of inductions is due to take place shortly and this will be incorporated into the sessions.

10. Children in Care team to train managers on additional support needs for care leavers. Include the Personal Advisor, so the manager has background information on the individual.

Progress update: as part of the induction process, managers will receive support and guidance from the Children in Care team on managing the needs of care leavers. They will also meet with the care leaver's assigned Personal Advisor to discuss each individual's specific needs.

11. To promote the success of our internal apprenticeship scheme through Trafford Today and Talk Trafford, including a case study of a care leaver apprentice during National Apprenticeship Week.

Progress update: Articles and case studies are currently being developed to promote the success of the apprenticeship scheme.

4. Further actions

Further development work is continuing to progress pre-apprenticeship opportunities for the vulnerable groups, identified as priority areas for the apprenticeship programme.

An apprenticeship website is also being developed that will be hosted on the Council website. The website will promote opportunities to potential apprentices and will detail key information to employers who are considering apprenticeships.

5. Conclusion and Recommendation

It is recommended that the Employment Committee notes the significant progress to date.

Appendix 1

Apprentice 1

Apprentice 1 is undertaking a project development role.

A monthly review is held with Apprentice 1, involving HR, his line manager and the Service Head to track behaviour and performance.

He has great communication skills and creativity but needs to develop more confidence in his abilities.

“Apprentice 1 joined the Strong Communities Team in August 2012. He has come a long way, improving in a range of areas and we have seen a difference in his settling in with the team.”

Apprentice 2

Apprentice 2 works as a Children’s Rights apprentice as part of the CYPS MARAT team.

He has settled well into his role. He has taken a lead role in developing the Children in Care Council and has been to the Corporate Parenting Board to report on a piece of research on Trafford’s Children’s Homes. He is working closely with the fostering service as a member of the family placement panel and working with the trainer for new foster carers. His college work took a while to get going due to problems at the college but he is now working hard for his NVQ. He is keeping a learning diary and continues to seek out new opportunities for learning across CYPS.

Apprentice 3

Apprentice 3 is working as a Ground Force apprentice and is working towards an NVQ Level 2 in horticulture with Myerscough College.

He works on a mobile team within Ground Force and he has made good progress since starting and has gained in confidence, which is reflected in his work. He is receiving 1-1 tuition from the College due to his learning needs and is progressing well.

Apprentice 4

Apprentice 4 is working as an apprentice youth worker and is undertaking an NVQ in youth work with Rathbones.

The past six months have been very difficult for Apprentice 4 due to personal issues. However, she did manage to complete her training course with Rathbones and she is now qualified in youth work to NVQ Level 2.

She still has some distance to go with her learning on the job and she finds it difficult sometimes to find a balance between supporting the service users and becoming their friend.

As a Looked after Child in Trafford, she has in the past been a youth service user and is well known by most of the staff. This in some ways has been beneficial, but in other ways it has been a difficult transition for her from service user to worker; however, she receives a high level of personal support from her supervisor to overcome any difficulties.

She has made good progress and is starting to develop a good understanding of the professional role of a youth worker; this is demonstrated in her most recent practice. She has settled in well at Sale West youth centre and is currently working with the Junior Club at Sale west and at The Fuse.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 11th February 2013
Report for: Information
Report of: Director of Human Resources

Report Title

Budget Proposals 2013-15 – Outcome of Staff Consultation

Summary

This report sets out an overview of the formal 90 day collective consultation process, which ended on 14th January 2013.

Recommendation(s)

- That the Employment Committee notes the content of the report and in particular, the comprehensive approach to budget consultation.

Contact person for access to background papers and further information:

Name: Deborah Lucas
Extension: 4095

Background Information

| | |
|---|--|
| Relationship to Policy Framework/Corporate Priorities | The Council's budget proposals cut across all six corporate priorities |
| Financial | The proposals are critical to achieving a balanced budget |
| Legal Implications: | Relevant legislation has been followed in terms of public and staffing consultation |
| Equality/Diversity Implications | In line with relevant legislation and good practice |
| Sustainability Implications | None |
| Staffing/E-Government/Asset Management Implications | There will be implications for staffing and buildings as services are reduced and rationalised |
| Risk Management Implications | None |
| Health and Safety Implications | None |

1. BACKGROUND

On 15th October 2012, the Council released detailed budget proposals for the coming two years, 2013-2015, alongside the launch of the Vision 2015 allowing staff and residents to understand how the proposals may affect them in the short and medium term.

The consultation allowed for a full three months public consultation for each specific proposal in year one of the plan and a full 90 days staff consultation, on the basis that proposed number of redundancies was in excess of 100.

The budget consultation ended on 14th January 2013 and this report specifically outlines the approach taken to the staff consultation and provides an initial overview of feedback from the consultation.

2. APPROACH TO STAFF CONSULTATION

In line with the original budget proposals, it was anticipated that the total number of redundancies would be in the region of 200. This required the Council to enter into a period of 90 days consultation with staff and trade unions.

The purpose of the consultation process was:

- to inform staff and trade unions of the detailed proposals;
- to consult with staff and trade unions about the proposed implementation strategy;
- to listen to and consider comments and suggestions from staff and trade unions about the proposed implementation strategy;
- to consider any alternatives put forward that meet the identified objectives;
- to seek to minimise the need for redundancies

The period of collective consultation was marked by the submission of a S.188 notice to the recognised trade unions. In addition, an HR1 was also submitted to the Department of Business, Innovation & Skills (BIS) to notify them of the potential number of redundancies.

During the 90 day period, consultation was undertaken by a variety of means with staff and trade unions. This included:

- An initial briefing with staff and trade unions on the general budget proposals;
- Fortnightly corporate meetings with senior management and trade union officials;
- Service/team level meetings with staff and trade union officials, with the facility for staff and trade unions to provide verbal, written and electronic feedback on service specific proposals;

- Individual meetings with affected staff and the relevant trade union representative (where appropriate), with the facility for staff to provide verbal, written and electronic feedback on the proposals;
- Corporate and directorate intranet pages, dedicated to the budget proposals, with the facility for staff to provide electronic feedback on the proposals.

During the consultation process, in order to mitigate the need for compulsory redundancies, staff in “at risk” areas were offered the option of applying for early release on the grounds of redundancy or early retirement. In addition, staff in “at risk” areas were also given support to be redeployed into suitable alternative vacancies.

As part of the consultation process, feedback was also sought from staff, management and the trade unions on a redundancy selection matrix, should it be necessary to select for redundancy in some service areas.

3. EQUALITY IMPACT ASSESSMENTS

Councils need to pay due regard to their duties under the Equality Act 2010. This includes robust consideration of equality issues when making financial decisions. An Equality Impact Assessment (E.I.A.) was undertaken for each budget proposal where initial screening identified a potential impact on Trafford residents or staff. The E.I.A.s have been live documents, running alongside the consultation process.

4. IMPACT OF CONSULTATION ON STAFF PROPOSALS

In summary, a total of twenty five consultations took place with staff and trade unions.

During the consultation process, a number of key activities took place which will impact on the original proposals:

- Seven staff from “at risk” areas were successfully redeployed;
- A number of “casual” workers were recognised as having continuous and consistent service with Trafford and have therefore been recognised as having employment rights;
- Counter proposals were put forward by staff in four service areas; these proposals achieve the savings and mitigate or negate the need for compulsory redundancies;
- Additional funding has been secured to explore an alternative operating model in one “at risk” area;
- Discussions have taken place with another local authority about collaborative working, which will potentially negate the need for a compulsory redundancy;
- Sixty three staff in “at risk” areas submitted requests to be released on the grounds of VR/VER.

Therefore, whilst the original headcount reduction was anticipated as being in the region of two hundred, it is anticipated that as a result of the consultation process,

the revised overall headcount reduction will be reduced and in particular, given the number of applications for early release, the number of compulsory redundancies will be significantly reduced.

5. NEXT STEPS

It is proposed to deliver staff briefings and media briefings relating to the overall budget proposals on 12th February, which is the paper issue date for the Budget Council meeting which is to be held on 20th February.

Budget proposals will be implemented in accordance with the relevant approval process.

6. OUTPLACEMENT SUPPORT

A package of support for employees has been developed, the content of which depends on individual need. Employees who feel uncertain about their future can access:

- one to one meetings with their manager;
- the Occupational Health service;
- the BDMA Counselling service;
- 'Managing Change' sessions

In addition, employees who are in a redundancy situation (voluntary or compulsory) will also be offered:

- access to redeployment opportunities;
- JobCentre Plus 'Redundancy Support' sessions;
- 'Applying and Interviewing for Jobs' sessions;

Further bespoke support will also be available on an individual basis from JobCentre Plus and Penna.

7. UPDATE ON THE TERMS AND CONDITIONS REVIEW

As part of the original budget proposal, a number of ideas were put forward to achieve in the region of £3m as a result of changes to staff terms and conditions. These ideas were initial proposals and not subject to the formal consultation process.

In summary, the proposals were to:

- § Remove the Essential Car User lump sum allowance
- § Reduce the sick pay scheme to a maximum of 3 months half pay and 3 months full pay
- § Introduce a mandatory 5 days unpaid leave
- § Introduce a "Living Wage" for the lowest paid staff

During December 2012, 13 Information Sessions took place with staff at various locations across the borough. These sessions were jointly led by a Senior Manager and a member of the HR Leadership Team. The purpose of these sessions was to inform staff of the Council's ideas and to seek feedback on the ideas along with seeking any alternative ideas to achieve savings.

The sessions were very well-attended with an average of 30-40 staff attending each session. The sessions generated significant discussion and feedback from staff.

In addition to the Information Sessions, pages were developed on the intranet site and staff were encouraged to feedback via the website. Hard to reach staff (e.g. school crossing patrol staff, passenger transport escorts, etc.) were notified of the ideas via a letter and information booklet sent to their home address and were encouraged to feedback via their line manager or by contacting a member of the HR Service. The deadline for feedback from staff was 18th January 2013. The feedback received will now be analysed and the original ideas will be reviewed.

As well as the original ideas put forward by the Council, further ideas received from staff and the trade unions will now be reviewed and developed into a set of formal proposals. These proposals will be the subject of formal consultation with a view to reaching a collective agreement with the trade unions on any proposed changes to staff terms and conditions.

8. CONCLUSION AND RECOMMENDATIONS

The formal consultation process was extensive, with staff and trade unions engaged fully and positively at all levels across the organisation.

It is recommended that the Employment Committee notes the content of this report and in particular, the comprehensive approach that the Council has taken to budget consultation.

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