

# Public Document Pack



**TRAFFORD  
COUNCIL**

## **AGENDA PAPERS FOR EMPLOYMENT COMMITTEE**

**Date: Monday, 5 September 2022**

**Time: 5.00 p.m.**

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

**A link to the meeting broadcast can be found at:**

<https://www.youtube.com/channel/UCjwbIOW5x0NSe38sgFU8bK>

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
<b>1. ATTENDANCES</b>		
To note attendances, including Officers and any apologies for absence.		
<b>2. MINUTES</b>		<b>To Follow</b>
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 27 June 2022.		
<b>3. QUESTIONS FROM THE PUBLIC</b>		
A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services (democratic.services@trafford.gov.uk) by 4 p.m. on the working day prior to the meeting. Questions must be relevant to items appearing on the agenda and will be submitted in the order in which they were received.		
<b>4. PEOPLE UPDATE</b>		<b>1 - 26</b>
To consider an update from the Interim Director of Human Resources.		
<b>5. AGENCY SPEND Q1</b>		<b>27 - 40</b>
To receive a report from the Interim Director of Human Resources.		

**6. CADET LEADERS LEAVE POLICY**

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To receive a report from the Interim Director of Human Resources.

**7. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY**

To consider an oral report of the 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.

**SARA TODD**

Chief Executive

Membership of the Committee

Councillors J. Bennett (Chair), A.M. Whyte (Vice-Chair), D. Acton, R. Duncan, S. G. Ennis, M. Freeman, F. Hornby and D.C. O'Sullivan.

Further Information

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

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This agenda was issued on Thursday 25<sup>th</sup> August 2022 by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford, Manchester, M32 0TH.

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TRAFFORD  
COUNCIL



## Employment Committee

### People Update

5<sup>th</sup> September 2022

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Agenda Item 4

# Health and Safety

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Safe and healthy buildings and services</b>	Back to Basics Health and Safety Initiative	<p>The 'Back to Basics' initiative is an opportunity following the pandemic, to refocus on the fundamentals of health and safety, and ensure that colleagues continue to safely finish their working day, every day.</p> <p>The vision of the initiative links clearly with our Trafford Council People Strategy and EPIC Values in providing '<i>An EPIC positive and supportive health and safety culture with thriving employees who are happy, safe and healthy at work. Sensible health and safety management is integrated in all that we do.</i>'</p> <p>'Back to Basics' will be delivered through three main elements:</p> <ul style="list-style-type: none"><li>• An initial communications launch in September 2022</li><li>• Monthly communications on a key health and safety topic area supported by guidance, and direct assistance from the Health and Safety Unit e.g. health and safety clinics, onsite/telephone/email support.</li><li>• A targeted service monitoring and audit programme</li></ul>
	Building Safety and Security	<p>A review of security measures and Trafford Town Hale and Sale Waterside is currently underway. The work aims to improve the way in which risks from volatile and aggressive behaviour and intruders entering the buildings can be effectively managed. Working with our Estates Team, FM providers and emergency planning colleagues, priority areas include:</p> <ul style="list-style-type: none"><li>- Active procedural measures: what colleagues on site do to help prevent incidents and respond appropriately to incidents</li><li>- Training and awareness: to provide key staff members and the wider workforce with the ability and information to act appropriately to incidents</li><li>- Physical security measures: the use of improved building infrastructure (e.g. physical barriers) and technology (e.g. pass access measures, CCTV etc.)</li></ul>

# Health and Safety

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Safe and healthy buildings and services</b>	Fire Support	<p>Fire measures and evacuation arrangements continue to be reviewed at our office buildings.</p> <p>Regular communications through our staff communication channels also highlight the arrangements for fire registers to be completed and the evacuation process to be followed. Updated guidance is available on our intranet pages.</p> <p>A fire evacuation drill was conducted at Sale Waterside to test the effectiveness of the arrangements in place and a further drill will take place in the near future at Trafford Town Hall.</p>
	Sit-stand desks	<p>As teams have now returned to our offices, we are revisiting the opportunities for some sit/stand desks to be made available at both Trafford Town Hall and Sale Waterside. These desks allow the user the option to work periodically sat down or comfortably in a standing position. There are a number of known wellbeing benefits to working in this way including:</p> <ul style="list-style-type: none"><li>- reducing potential back pain</li><li>- improving circulation, mood and energy levels</li><li>- helping prevent ill health conditions from more 'active' working</li></ul> <p>Styles of desks are currently being evaluated and consultation with Service Leads is planned to inform on the best type of desk and locations for them to be installed.</p>

# Health and Safety

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Safe and healthy buildings and services</b>	Health and safety monitoring of the One Trafford Partnership	<p>We have continued to support our Council One Trafford Partnership Client Team in the health and safety monitoring of Amey operations in line with our Client responsibilities. Activities include:</p> <ul style="list-style-type: none"><li>• Monthly 'HSEQ' meetings between Trafford and Amey to receive health and safety updates and discuss issues</li><li>• Work programme updates and safety initiatives</li><li>• Updates on accident notifications and investigations</li><li>• Supporting 'on the ground' client monitoring to observe working practices</li></ul> <p>We have worked with the Client Team to complete observational waste services crew checks and monitor their working practices. The findings are then communicated to Amey as part of the client/contractor liaison arrangements so that good practice can be recognised and any areas for improvement implemented.</p> <p>A full Health and Safety Unit/Client Team audit of the Waste Services is scheduled for later in the year.</p>
	Moving and handling Support	<p>Complex moving and handing support continues to be supported through our moving and handling lead who has:</p> <ul style="list-style-type: none"><li>- Assisted in the assessment and provision of arrangements for the safe transition of a pupil with moving and handling needs from a primary to secondary school</li><li>- Advised on complex DSE cases where additional specialist equipment is required to support colleagues with a comfortable work environment</li></ul> <p>To support the safe moving and handling of our service users at Ascot House and Care at Home, a programme of training has been delivered on the use of new people handling equipment. This provides staff with the competent expertise to transfer service users safely protecting both the service user and member of staff from injury.</p>

# Health and Safety

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Health and safety competent advice</b>	Events on council land	<p>The Health and Safety Unit act an internal consultee for any organised events taking place on Council land, reviewing the applications events taking place to ensure that risk assessments and associated documentation were in place for their safe operation.</p> <p>The number of events in 2022 for assessment has increased post-covid, including community fetes, sporting events, outdoor productions etc.</p> <p>We also supported the corporate health and safety arrangements for hosting the Women's Euros Party event.</p>
	Health and safety training	<p>Face to face health and safety training continued to be delivered by the health and safety team and in conjunction with the learning and development team including:</p> <ul style="list-style-type: none"><li>- Moving and handling equipment training for staff at Ascot House and Care at Home</li><li>- Moving and handling and fire safety training for supported living staff</li><li>- Fire evacuation chair training at some of our libraries</li><li>- First aid training</li></ul>

# Health and Safety

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Health and Safety Competent Advice	Supporting our schools with health and safety advice and guidance.	<p><b>Schools SLA</b></p> <p>The team have continued to support schools, through the health and safety SLA, with their management of health and safety arrangements. Approximately 80 schools currently buy back to SLA including the majority of our community schools and a range of faith schools and academies. The packages for the school year 2022-23 are now available for purchase. Support has included:</p> <ul style="list-style-type: none"><li>- The review of schools monitoring arrangements to ensure health and safety processes are in place and effective</li><li>- Specific audit support including fire risk assessment</li><li>- Display screen equipment and workstation advice and support</li><li>- Monitoring and reviewing notified incidents</li></ul> <p><b>Schools Heatwave guidance</b></p> <p>To support schools in managing the risks associated with the heatwave in July, specific 'Hot Weather Guidance for Schools' was developed and circulated. This pulled together current sources of information and included:</p> <ul style="list-style-type: none"><li>- Supporting staff and pupils with practical measures that could be implemented both indoors and outdoors</li><li>- Requesting the support of parents/carers to provide appropriate clothing, application of sun cream and water bottles</li><li>- Advice on heat stress and exhaustion</li></ul>

# Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Management &amp; Leadership Development</b>	<b>EPIC Manager Virtual Programme</b> Supporting Managers to be EPIC.	<ul style="list-style-type: none"> <li>In September we will complete our 20<sup>th</sup> cohort of the <b>EPIC Manager programme</b>.</li> <li>We have paused most of our training over the summer while we develop a ‘waiting list’ approach for the majority of our courses. This is in response to low attendance numbers and a high drop-out rate of delegates in recent months, despite excellent feedback on our training.</li> <li>We have developed a new form for colleagues to register their interest in a course and we will schedule dates when enough colleagues have registered interest. We have included the link to this form on all course intranet pages and have included a list of all our courses on the ‘course schedule’ intranet page.</li> <li>We have done some initial comms reminding colleagues of our full learning and development offer and outlining this new approach to registering interest in training.</li> <li>We will continue to do comms to promote our EPIC Manager programme and other courses, and encourage colleagues to register their interest.</li> <li>We will review the number of colleagues who have registered interest on a weekly basis and schedule courses as needed.</li> </ul>
<b>Management &amp; Leadership Development &amp; Succession Planning</b>	<b>#LEAP Programme</b> Supporting individuals who aspire to step up and make an EPIC LEAP into management.	<ul style="list-style-type: none"> <li>The first cohort of the <b>LEAP Management Programme</b> (Level 3 Team Leader/Supervisor Apprenticeship) is now 17 months into the programme and they are now preparing for their End Point Assessment (EPA). One of the first cohort has already gained a promotion to a higher graded manager role in the music services.</li> <li>Our <b>second cohort</b> started with 7 council employees in May 2022.</li> <li>The level 5 Leaderships and Management apprenticeship is due to launch across the council in October 2022.</li> </ul>

# Organisation Development

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Health &amp; Wellbeing</b>	Interventions	<ul style="list-style-type: none"><li>The first meeting of our Employee Health and Wellbeing Core Strategy Group took place in July. The group has begun work on pulling together a calendar of health and wellbeing campaigns that we wish to support throughout the year. The group also looked at the b-Heard results relating to wellbeing, and will revisit any required actions at the next meeting. The group agreed to establish a 'think tank' group to look at the issue of employee data – what do we have and what more could we gather to help inform evidence-based health and wellbeing interventions?</li><li>We have attended a meeting arranged by Sara Saleh along with Trade Unions and representatives from our staff networks to explore what challenges colleagues are reporting relating to the current cost of living crisis and what more we can do as an organisation to support staff. One of the actions which has been completed was for us to pull together a central resource of 'cost of living' information, resources and support. Working with the Family Information Service, we have developed this on the Trafford Directory and have also reviewed our Financial Wellbeing intranet pages to ensure that there is a prominent link to this information for staff.</li><li>We completed a lunch and learn session in June on Financial Wellbeing working with the council's Welfare Rights team. In total 39 colleagues attended and heard what the role of the team was and how to contact them with any personal queries around benefits. They also signposted to useful resources both inside and outside of the council, most of which have now been added to strengthen our staff intranet pages on Financial Wellbeing. We have arranged for this to be repeated in November.</li></ul>

# Organisation Development

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
Health & Wellbeing	Mental Health Support	<p><b>Mental Health First Aid</b></p> <p>The Council and CCG Mental Health First Aid Network have recently updated their intranet pages to include new members and some testimonials of why they wanted to undertake the role to help 'humanise' the service available to staff. 'Tea and talk' sessions have been arranged for the remainder of the year, taking place virtually on the 1<sup>st</sup> weekday of each month.</p> <p><b>Mindful Mondays</b></p> <p>Following a successful session as part of our #StayEPIC this Winter campaign earlier this year, John Newton from Childrens Services, who has completed mindfulness training, has agreed to run a monthly mindfulness drop-in session for staff. The online sessions will take place on the 1<sup>st</sup> Monday of the month and each will have a different theme along with mindfulness practice exercises. The first session ran in August and 9 colleagues attended.</p>
Wellbeing	Promoting Active Travel	The Trafford Council Staff Active Travel Group have been reviewing and feeding into a draft Trafford Walking and Cycling Strategy which has been developed by Public Health.

# Organisation Development

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
ED&I	Embedding ED&I into the learning offer at Trafford	<ul style="list-style-type: none"><li>• We continue to monitor the completion of the mandatory e-learning and report regularly to directorate leads to encourage completion.</li><li>• We continue to work with our <b>Equalities Officer</b> in consideration to the <b>training, communications and engagement plan</b> for the coming few years in line with the corporate priorities and equalities strategy. The plan will look at specific needs of different directorates and also consider the data we hold on both employees and residents of Trafford to ensure training is targeted and proportionate. The plan will be joined with a similar approach on health and wellbeing ensuring our staff feel they can be and bring the best of themselves to work everyday.</li><li>• A MS Teams channel created for all staff who have been through our Values Based Recruitment Training is proving to be a success in helping recruiting managers to reach out for more diverse panel members. So far there have been 3 requests by recruiting managers, with colleagues volunteering to support them on their recruitment panels.</li></ul>
Childrens' Services	Supporting CS redesign project	<ul style="list-style-type: none"><li>• We continue to work alongside the project team with the service re-design and provide on-going support <b>to the Senior Leadership Team</b>. This includes supporting their work on recruitment and retention approaches through their People Steering Group.</li><li>• We are also offering support to the fortnightly Children's <b>Leadership Forums</b>. Most recently we have supported work around leadership grip and introduced the idea of psychological safety to support trust and a culture of learning. This is in support of their recent masterclass on grip</li><li>• We are still continuing to offer <b>change management</b> support and specific team intervention offers.</li></ul>

# Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Member Development	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> <li>We delivered an Induction programme for new members over May and June, this included enrolment onto the North West Employers 3 day induction, 5 Trafford specific session and support with case work. We delivered a more informal Welcome Meeting, where we went over the essentials and they were able to meet Trafford's CEX Sara Todd. We are working on feedback from the sessions to improve our induction offer ready for May 2023.</li> <li>Their development budget has been utilised to help the new Leader of the Conservative Group attend the LGA Leadership Academy programme, The Liberal Democrat Group welcome new members and access development through the LADC. Other opportunities have included Effective Scrutiny and Climate Change through the LGA, who also offer free opportunities and toolkits to members.</li> <li>We are picking up their Continuous professional development for the autumn and spring, covering key topics, which cover the corporate priorities and some practical skills, like Values Based Recruitment.</li> </ul>
Engagement	B-Heard Survey and Engagement work.	<ul style="list-style-type: none"> <li><b>B-Heard engagement survey</b> – the survey was open between 6 – 24 June. We had a 43% response rate and our overall measure of engagement (BCI score) increased by 14.6 points, re-accrediting us as a One to Watch organisation. In July Best Companies presented the results of our b-Heard survey to Sara Todd and Sara Saleh and we have begun to share the relevant results with some of our key stakeholders and groups (e.g. Trade Unions, Employee Health and Wellbeing Core Strategy Group, EPIC Pioneers). A further session with Best Companies for CLT and Exec Members is planned for early September. We have also begun to work on a corporate action plan and have uploaded the corporate results and guidance to the intranet, with corporate comms to signpost. We have developed a plan to cascade the results through DMTs, services and teams from August and will deliver some virtual sessions for team managers to help them interpret their results and facilitate an action-planning session with their teams.</li> <li>We continue to support our colleagues in <b>Adult Services</b> following on from the launch of their internal “wellbeing survey” which was undertaken in September 2021. Following the “hold the mirror” event in May we are now working with the DMT developing a leadership programme and further engagement events helping the directorate on its journey to CQC regulation. Planning has begun on a series of events to undergo a diagnostic of where the service is and where it needs to be.</li> </ul>

# Organisation Development

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
Reward and Recognition	Reward and Recognition schemes	<ul style="list-style-type: none"> <li>Our proposal to deliver our Staff Recognition Awards in combination with our Long Service Awards in order to make this more streamlined and cost-effective has been approved by CLT. We will explore further the likely costs for the event and start to develop a project plan for facilitating this combined event in early 2023.</li> </ul>
Personal Development	<b>Coaching provision At Trafford</b> Supporting colleagues to develop and grow.  <b>Mentoring support for Trafford College Students</b>  <b>Mentoring support at UA92</b>	<ul style="list-style-type: none"> <li>In line with our people strategy objectives and acting upon feedback from our b-Heard engagement survey we are developing our coaching offer for managers and colleagues.</li> <li>Our pool of qualified coaches will then support us to coach colleagues with their personal and professional development.</li> <li>Two Coaches have completed there coaching apprenticeship and are now qualified.</li> <li>We currently have 8 colleagues undertaking this apprenticeship and 18 colleagues undertaking a coaching relationship with a qualifying coach, this includes 12 (LEAP attendees).</li> <li>Following a series of meetings with Trafford College the scheme is planned to launch in September 2022.</li> <li>3 members of the Leadership team in IT and Digital have agreed to mentor students for a period of 8 months as part of there degree programme at UA92.</li> </ul>

# Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Microsoft 365 Programme</b>	Roll out of M365 software across the council	<p>The Organisational Development team are working alongside the IT and Digital team in supporting different elements of the M365 programme. This includes:</p> <ul style="list-style-type: none"><li>• Sara Saleh has volunteered to be the senior sponsor for the M365 project and has met with Changing Social. She is keen to engage the work of our Digital Champions and to establish a ‘forum’ with them so that their voice is heard at a senior level in the organisation. Sara will be invited to attend a ‘graduation’ ceremony for Digital Champions as they come to the end of their ‘learning’ phase and enter a phase of ‘building and testing’ of some of the new digital infrastructure (e.g. SharePoint intranet and team pages, Yammer communities, Microsoft Learning Pathways).</li><li>• The initial training for release 1 has been completed with positive evaluation. We will be looking to repeat the training in September once more colleagues have had their laptops upgraded and returned from summer leave.</li><li>• We are also looking at work around ‘the art of the possible’ to explore how the upcoming application releases can support some of our communication and engagement work around health and wellbeing and equality, diversity and inclusion.</li></ul>

# Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Social Work Development</b>  <b>Children and adult services</b>	Assessed and Supported Year in Employment (ASYE)  Student placements  Social worker degree apprenticeship  Step Up to social work	<ul style="list-style-type: none"> <li>We continue to offer a programme of support and assessment to our newly qualified social workers in their first year, this involves a protected caseload, additional 1:1 supervision and assessment against the Knowledge and Skills Statements</li> <li>13 NQSWs in Children's Services; 8 NQSWs in Adult Services</li> <li>Facilitated learning sets 6 weekly in Adults and Children's services to develop knowledge and skills</li> <li>6 weekly case reflective sets for NQSWs in Children's services</li> <li>ASYE Assessor support group meeting quarterly</li> <li>17 social work placements this academic year (8 adults, 9 children's)</li> <li>Experienced Social workers are supported to train to be practice educators, to facilitate and assess social work students on their final placements and complete PE CPD associated with this role</li> <li>30 month programme for staff in children and adult services to train to be social workers in partnership with Manchester Metropolitan University, via the apprenticeship route (using the levy)               <ul style="list-style-type: none"> <li>Cohort 1 (2019-2021) 4 staff qualified via this route in Sept 2021</li> <li>Cohort 2 (2020-2023) 6 staff members due to qualify March 2023</li> <li>Cohort 3 (2021-2024) 5 staff members making good progress</li> <li>Cohort 4 (2022- 2025) 7 staff members due to start the programme Sept 2022</li> </ul> </li> <li>3 Step Up students (15 month post graduate social work training) are due to start their final placement in childrens services in September 2022</li> </ul>

# Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Social Work Development</b>	Training	<ul style="list-style-type: none"> <li>Regular programme of essential and mandatory training courses for adult's and children's social workers and social care staff</li> </ul>
<b>Children and Adult Social Care</b>		<ul style="list-style-type: none"> <li>Strengthening Practice have begun the second phase of their large scale training programme across all areas of Early help and Children's social care</li> <li>Research in Practice supports all social work and social care staff with evidence informed practice via a host of online resources and events</li> </ul>
<b>Adults</b>	<b>Trafford Learning Academy:</b> Schools and Colleges Engagement programme  Career aspirations support	<ul style="list-style-type: none"> <li>Developing a work experience database for school students identifying secondary schools per locality and the neighbouring social care services. Inviting services to offer work experience and follow up conversation post experience for students to gauge interest in ASC.</li> <li>School leaver apprenticeship offer for 2 not 3 apprentices. Advert to go out on greater jobs summer 2022 for start in September 2022.</li> <li>Provide 1:1 support to workers regarding career aspirations.</li> <li>Facilitating Research in Practice learning sets for SW and non SW qualified ASC workers who have an aspiration to become a SW.</li> </ul>

# Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
<b>Trade Union Facility Time Reporting</b>	As a public sector employer, on an annual basis we must report and publish information on facility time for employees who are trade union representatives. Also reported as part of the Transparency Code 2015.	<ul style="list-style-type: none"><li>• All data collected for the returns from different sources (TU reps, Finance etc.).</li><li>• Calculations undertaken for both the Central Function and the Education Function.</li><li>• Return submitted via the Government portal.</li><li>• Data published on the Council's website.</li></ul>
<b>Teachers' Pension Scheme Indexation</b>	Due to the teacher's pay freeze in 2021/22 there has been an issue that has arisen due to the current Teachers Pension regulations - this may result in some teachers receiving a reduced pension. This is because any who rely on their salary in 2021/22 for their pension benefits calculation won't have their pay that year uplifted in line with inflation if they didn't have a pay increase.	<ul style="list-style-type: none"><li>• Consideration of the issue over the last few months – this is a national issue, not local and there may be a future solution at a national level and so the situation was being monitored.</li><li>• Research on the matter and benchmarking to understand how other Local Authorities are approaching this.</li><li>• Liaison with the Teachers Pension Scheme (TPS) via the Council's pension team.</li><li>• As many schools support the payment of a nominal amount of £1 to trigger indexation, it was agreed at the Funding Forum that they would fund such payments, so we have worked with GMSS to create a mechanism for schools to make these payments if they want to.</li><li>• Advice to schools regarding the benefits and risks of making payments to trigger indexation. Focus on any staff retiring before the end of August 2022 firstly and then consideration of other teaching staff in the Autumn.</li></ul>

# Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
<b>Staff Survey</b>	Ensuring all the relevant employee data is ready in time for launch of the staff survey.	<ul style="list-style-type: none"> <li>Build a report of the required data from the HR and Payroll system Itrent.</li> <li>Add the additional data field category information as required.</li> <li>Create the employment groups, i.e. the organisational structure being used for the survey so we can report results in a meaningful way by different business areas.</li> <li>Upload employment groups and workforce data to the secure portal.</li> <li>Undertake checks and balances and make additions/changes as required.</li> <li>Complete the 'Employee Numbers' – summary workforce data</li> </ul>
<b>Senior Manager Structure Chart</b>	Produce the chart with the top 3 tiers of the organisation as required by the Transparency Code 2015.	<ul style="list-style-type: none"> <li>Current structure established.</li> <li>All information for each post on the structure added.</li> <li>Published on the Council's website.</li> </ul>
<b>Cadet Leaders Special Leave</b>	Enhancing our support for staff who commit to public or community duties.	<ul style="list-style-type: none"> <li>Consideration of offering paid leave for staff who volunteer as a Cadet Leader.</li> <li>Proposal to offer 10 days as it is in line with what we provide for staff who are Reservists and Special Constables.</li> <li>Report produced for CLT detailing the rationale and benefits.</li> <li>Sign-off achieved.</li> <li>Amending our Special Leave for Public Duties policy.</li> <li>Communications to managers and staff.</li> <li>Code added to Itrent so any leave taken can be recorded and reported on.</li> </ul>

# Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
<b>Flu vaccination planning</b>	Plans in place for flu vaccinations for staff for Autumn 2022	<ul style="list-style-type: none"><li>• Review of how the programme in 2021 went.</li><li>• Proposal for vaccinating staff this year. Our Health and Social Care colleagues have provision from Manchester Foundation Trust (MFT) so we have to plan based on their anticipated method and timing of delivery.</li><li>• Paper to CLT for agreement.</li><li>• Clinics booked – they are planned for the 14<sup>th</sup> and 21<sup>st</sup> October.</li><li>• Communications to staff to encourage take-up.</li><li>• Clinics held.</li></ul>
<b>Working Well Passport</b>	This new tool can be used by colleagues to tell us about individual circumstances for which they may need additional support in work. It aids a discussion with their manager and then the passport can be used if their manager changes so they don't have to retell their story.	<ul style="list-style-type: none"><li>• Research and benchmarking.</li><li>• Passport and supporting guidance developed.</li><li>• Consultation from many stakeholders including our staff networks, unions, EPIC Pioneers.</li><li>• Documents refined.</li><li>• Report to CLT for approval.</li><li>• Implementation and awareness raising so it is well embedded.</li></ul>

# HR Operations Team

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People Workstream Area	Work Summary	Key Outcomes / Deliverables
Employee Relations	Providing professional employment law advice on a wide range of employment issues, for a wide range of customers.	<ul style="list-style-type: none"><li>• Responding to, and supporting Managers in addressing complex employment matters.</li><li>• Co-ordination of service redesign and TUPE activity.</li><li>• Effective risk assessment and progression of employment matters.</li><li>• HR advice and support to Chair/Members at formal Hearings and Appeals.</li><li>• Regular liaison with Trade Union colleagues to identify and resolve issues at an early stage.</li><li>• Engagement / liaison with ACAS and the Employment Tribunal, as appropriate.</li></ul>
Development / Enhancements		<ul style="list-style-type: none"><li>• Support with the development of Manager Guidance and Policy.</li><li>• Support in development of Manager training in specific HR matters, to give managers the skills and confidence to appropriately address employee relations activity.</li><li>• Continuous improvement and review of internal HR processes to ensure clarity, efficiency and accuracy.</li></ul>

# HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
HR Service Level Agreements	HR SLA's for Sept 22 – Aug 23	<ul style="list-style-type: none"><li>Publication of 2022 /2023 SLA delivery.</li><li>Delivery of SLA for CCG and continuation of delivery of service to NHS GM (Trafford)</li><li>Exploration and exploitation of new business opportunities.</li></ul>
Training	HR Updates	<ul style="list-style-type: none"><li>Continuation of termly breakfast briefings for senior leaders in schools.</li><li>Co-development and delivery of rolling programme of briefing sessions to Managers on key / core HR themes.</li></ul>
Traded Services (Schools)	HR Service Delivery	<ul style="list-style-type: none"><li>Programme of review of all schools' policies, ensuring finalised documents and guidance is published on TSE website.</li><li>Continued engagement with legal and recognised Trade Unions representatives to review terms of reference and attendance of JNC meetings and Schools Panel meetings.</li></ul>

# HR Operations Team

People Workstream Area	Work Overview	Key Outcomes / Deliverables
HR Service Delivery: Large Redesign Projects	Children's Service Redesign	<ul style="list-style-type: none"><li>Phase 2 Redesign programme underway, which focuses on two service areas: No Wrong Door (NWD) and Early Help.<ol style="list-style-type: none"><li>NWD consultation completed, implementation phase underway.</li><li>Planning for Early Years consultation underway, anticipated implementation date Autumn 2022.</li></ol></li></ul>
	CCG TUPE-Out to ICS	<ul style="list-style-type: none"><li>We successfully supported the safe transfer of NHS Trafford CCG colleagues to NHS GM ICS on 1 July 2022.</li><li>We successfully delivered on elements of the HR Programme Plan</li></ul>
	Highways, Transport & Environment	<ul style="list-style-type: none"><li>Supported Place directorate to review the One Trafford Partnership service and resources</li><li>Help shape a new structure to ensure successful delivery of service and council wide objectives</li><li>Commenced consultation with staff on 22 August 2022 which closes on 30 September 2022</li><li>New structure to come into effect on 1 November 2022</li></ul>

# Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Resource Hub/BAU: Recruitment</b>	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"><li>• 478 vacancies have been appointed to in the last 12 months . 41% were internal appointments.</li><li>• Work is underway to develop our own Resourcing Services Intranet pages.</li><li>• Went live with our customer satisfaction survey to gain feedback to support improvements within the Resourcing Service.</li><li>• We have engaged Gatenby to support the recruitment of the Corporate Director, Adults &amp; Well-being following the announcement of our current Corporate Director's retirement in March 2023. The closing date is 9 September and the assessment process will take place on 6 and 7 October 22.</li><li>• Progressing with the iTrent onboarding module and we met with Midland on 24 June to review the on-boarding demo.</li><li>• Work is ongoing with workforce strategy &amp; GMSS on PRN &amp; review of the vacancy clearance and establishment project to improve the processes and ensure an efficient and simplified process going forward.</li><li>• Continuing to prepare to roll out our new Application Tracking System across the Council which will improve the overall recruitment experience for candidates and managers and continuing to identify and make other improvements within the resourcing function e.g. there is now a dedicated resource lead/point of contact for each Directorate.</li><li>• Attended a workshop on 24 June 22 with Wigan Council to discuss the functionalities of the greater.jobs system. Discussions centred around system capabilities that we aren't currently using but that could be used to further automate and simplify the recruitment process and candidate &amp; manager experience as well as fixes for current issues.</li><li>• Met with GM local authorities in Bolton on 16<sup>th</sup> June 22 as part of a 'visioning' session, to discuss requirements for new recruitment system in line with upcoming tender process and streamlining current processes.</li><li>• Recruitment participated in a careers fair at UA92 on 29 June 2023 and there was lots of interest from people wanting to work at Trafford Council.</li><li>• Reviewing and updating the cost centre code and the establishment within the REED agency system to ensure all the reporting and payments are accurate.</li></ul>

# Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Resource Hub/BAU: Recruitment Cont.</b>	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"><li>• We have recruited several resources to support the Ukrainian Refugee Project including Project Co-ordinator, Housing Inspector and Schools Admissions Case Worker. One of our former Kickstarters has secured a temporary band 3 Business Support role in the project until end March 2023.</li><li>• Continue to monitor the resources funded via the COVID contain grant post March 22. Reviewing proposals to resource the vaccinations for vulnerable residents and people who are homeless.</li><li>• We have supported our IT &amp; Digital Service to on-board/engage 3 specialist IT recruitment companies to work in partnership with to help recruit to several priority roles which we have struggled to recruit to. 4 of these critical roles have already appointed to on a permanent basis.</li><li>• Working with Children's &amp; Communications to further develop their recruitment campaign and strategy to replace the Tripod campaign.</li><li>• Supporting Adults with the implementation of their recruitment &amp; retention strategy including a directorate wide recruitment drive/campaign, the development of a more joined up and co-ordinated approach to advertising their vacancies across the service and more streamlined interview process.</li><li>• Supporting the recruitment to the new 2 Neighbourhood Leads (with Adult Social Worker responsibility) – interviews were held on 12 August.</li><li>• Supporting the Development Team to recruit an interim Commercial/Property Surveyor.</li></ul>

# Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Kick-Start	Supporting 16-24 year olds to gain meaningful high quality placements and job opportunities	<ul style="list-style-type: none"> <li>Over the course of the scheme we recruited to 27 placements, (26 internal and 1 external)</li> <li>24 of our placements have now come to an end with 13 of the young people going onto further employment with Trafford council and 3 going into ongoing external employment.</li> <li>1 kickstarter secured an internship with Deloitte.</li> <li>The 3 remaining placements are currently working with the Connexions team to explore their next steps.</li> <li>A graduation for all the Kick-starters took place on Friday 19<sup>th</sup> August</li> </ul>
Apprenticeships and Work Placements	Supporting and developing skills and opportunities to colleagues in Trafford.	<ul style="list-style-type: none"> <li>Regulatory Service are offering a Regulatory Service Officer level 4 apprenticeship to internal staff starting in Sept/Oct.</li> <li>There was a review of the Social Work Degree apprenticeship entry criteria with a planned report for SLT in Adults services. It has been agreed to expand the original criteria for applications to provide more employees the opportunity to apply for the apprenticeship.</li> <li>Adults are creating 2 x Adult Social Care apprenticeships aimed at school leavers (Pilot) –interviews are scheduled to take place week commencing 12 September 2022.</li> <li>ICT are creating 3 x ICT &amp; Digital apprenticeships: 1 x Level 3 Azure Cloud Support Specialist and 2 x Level 4 – Software Engineer and a Development Ops Engineer. We are working with an apprenticeship provider to recruit to these roles.</li> <li>Creating a Level 3 Digital apprenticeship in the Inclusive Economies Team to support the employment and skills agenda.</li> <li>Recruitment to an apprenticeship in STAR Procurement is taking place currently.</li> <li>HR attended the first meeting of the joint GMCA Good Landlord apprenticeship scheme and a start date of April 2023 was agreed.</li> <li>Attended the Head Teachers Briefing to update and promote apprenticeship that are available for schools and one of the schools is considering taking on an Apprentice in Sept.</li> </ul>

# Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Apprenticeships and Work Placements cont.</b>	Supporting 16-24 year olds to gain meaningful high quality placements and job opportunities	<ul style="list-style-type: none"> <li>We offered nearly 30 work experience placements to Trafford's young people from June – Aug 2022.</li> <li>A planned refresh of the council's work experience offer is planned for Summer 2022.</li> </ul>
<b>Apprenticeship Levy Transfers</b>	Help maximise the levy spend and support businesses in Trafford to take on an apprentice	<ul style="list-style-type: none"> <li>To date we are funding 8 Trafford businesses via our levy transfer process which includes 12 Trafford residents undertaking an apprenticeship including 6 x Adult Social Care Apprenticeships and 1 x Early Years.</li> </ul>
<b>T-Levels</b>	Support meaningful 45 day placements for Trafford College T-level Students.	<ul style="list-style-type: none"> <li>The placement in the OD team is to continue in September 2022 due to the positive outcomes so far.</li> <li>This placement is also been used as a case study by the ESFA .</li> <li>A further placement was offered to a student at the end of their course, who has go onto gain a 10 week casual role supporting the role out of MS 365</li> </ul>
<b>Internships</b>	Supporting work experience in partnership with UA92 & United Response.	The 2 <sup>nd</sup> cohort of students from Loreto College started their placements in Libraries in April 22. This included a week of training delivered by Access Trafford.

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# Agenda Item 5

## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 5 September 2022  
**Report for:** Information  
**Report of:** Angela Beadsworth, Interim Director of Human Resources

### Report Title

**Agency and Consultant Spend for Q1 Period 1 April 2022 to 30 June 2022**

### Summary

**This report details the quarterly spend for the Council on agency workers and also on consultants who are engaged. Spend is broken down by quarter and also by Directorate with an overview of the reasons agency and consultants are required to supplement the Council's workforce to meet temporary resource needs.**

### Recommendations

**That the content of this report is noted.**

Relationship to Corporate Priorities	This report aligns with the council's Corporate Priorities in respect to 'Thriving places'.
Relationship to GM Policy or Strategy Framework	None
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
Carbon Reduction	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

Summary of key stakeholders involved in report production:

Name: Tracey Sefton, Interim HR Strategic Resource Lead

Extension: x 4131

## 1. Background

- 1.1 A robust vacancy clearance process is in place that ensures that posts are only filled where there is a compelling case to do so - vacancies are subject to approval by the relevant Corporate Director with the interim HR of and Director of Finance approving all requests for internal and external recruitment. The aim is to recruit to posts as quickly as possible, however ensuring that we follow the process and firstly consider employees on notice from redundancy (redeployees), "at risk" staff (those employees where there is a real risk of redundancy) and apprentices before advertising openly.
- 1.2 It is however recognised that there will be circumstances whereby there are immediate resourcing needs that are predominantly short term in nature and require access to time limited and/or specialist skills that cannot be found within the organisation, or where cover is required for day-to-day absences. There are also roles for which we have recruitment and retention difficulties. For these reasons, access to temporary agency support is essential to meet critical gaps in service provision. In some cases, due to the specialist nature of the work, consultants are required.
- 1.3 Appendix 1 details the spend breakdown for quarter 1 – 2022/2023.
- 1.4 Appendix 2 provides a breakdown of assignments that were still active on 30 June 2022.
- 1.5 The agency costs for the quarter have been met from within existing staffing budgets to support services whilst they have been restructuring, reshaping and recruiting to vacant posts, thus ensuring that statutory obligations are met on a day-to-day basis.

## Directorate Overview

### 2.1 Children's Services

- 2.1.1 In Q1 2022/2023 agency spend in Children's Services totalled £986,202.77 (includes REED Agency: £700,466.44 and the Social Worker Agency Framework: £285,736.33) and as at 30 June 2022 there were a total of 92 active assignments across the Directorate.

- 2.1.2 Children's agency spend in Q1 2022/2023 has reduced by £144,331.12 when compared with Q4 2021/2022 which was £1,130,533.89. When comparing Q1 2022/2023 agency spend with the corresponding period in Q1 2021/2022 which was £812,278.88 it is higher.
- 2.1.3 The largest proportion of the Q1 2022/2023 agency spend is on all interim qualified Social Worker roles which has increased slightly from 91.39% in Q4 2021/2022 to 92.67% in Q1 2022/2023. The largest spend in Q1 2022/2023 is on Level 3 Qualified Social Workers at 66.97% which is an increase on Q4 2021/2022 which was 63.5%. The next biggest spend is on Service Managers at £78,300.12 followed by Team Leaders at £77,574.36.
- 2.1.4 We still have a reliance on agency workers from other providers which we engaged via the Councils Social Worker Agency Framework (SWAF) in addition to Reed, our umbrella agency. This is because we haven't been able to meet our staffing requirements through Reed alone. Directorate spend via SWAF in Q1 2022/2023 was £285,736.33 which has decreased when compared to Q4 2021/2022 which was £362,525.20. The largest spend via SWAF for Q1 2022/2023 was spent on Level 3 Social Workers which was £264,109 which is a reduction when compared to Q4 2021/2022 which was £314,292.85. The remaining spend was on a Head of Service and Team Leader. The service will continue to monitor this situation and ending assignments as soon as permanent workers have commenced in post.
- 2.1.5 The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable children. 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.
- 2.1.6 There are varying reasons for high agency spend which, in part, are linked to the national challenges around recruiting and retaining experienced front line social workers. Work is already underway to help combat some of the challenges and to support a more stable workforce e.g.: Investing in our people steering group. HR are also continuing to support the service in several of areas: -
- Service redesign and work is progressing on the recruitment and retention strategy required in the service.
  - working with the service in support of their training programme with Strengthening Practice and sharing EPIC Manager programme

content, to ensure that there was a commonality of language and approach.

- Attending their EPIC Leadership Masterclasses the first of which was on resilience and supporting leaders and managers put the learning into practice with themselves and their teams.

- 2.1.7 HR are continuing to work in partnership with the Strategic Lead - Practice and Improvement, to implement the resourcing strategy to robustly reduce the agency resource requirements by, fully understanding the resistance to consider a permanent contract with Trafford, and, highlighting the total reward package and development opportunities available to agency workers who wish to move into permanent employment status. This is being done via focus groups for current agency workers and will be a continuous engagement, communication and information sharing session which will aid Trafford to understand current market / labour trends and thinking.
- 2.1.8 Recently there have been calls for a national policy response to tackle the issues of recruitment and retention within the Children's Social Care Sector, which propose the need for national early career requirements, standardised pay and conditions, alongside a national communications strategy.
- 2.1.9 We have in place 1 FTE Senior Learning and Development Officer, to support staff with their professional development across children and adult services, as well as, coordinating students and mentoring the practice educators of social work students on placements. This role is supported in each service by senior practitioners who provide additional support to newly qualified social workers (NQSWs) undergoing the Assessed and Supported Year in Employment (ASYE). Currently there are 13 NQSWs in Children's.
- 2.1.10 We have facilitated 9 social work placements this academic year and some students have completed their placement and have now gained employment with the Council.
- 2.1.11 We have a successful social worker apprenticeship programme and are currently planning the recruitment of our fourth cohort of 7 staff (inc 3 from Adults) to support on the 30 months degree programme to start in September 2022.
- 2.1.12 We are part of the Greater Manchester Step Up partnership, which is a 15 month post graduate fast track route into social work. We are supporting three Step Up students, who have all successfully completed their first 70 days placement in adult services. They will start their final 100 days placement in children's services in September and qualify in February 2023. We have 2 units of 4 students each, following the Frontline programme. These students

are guaranteed a job on successful completion of their course in September 2022, starting in January 2022. For several years we have supported two Frontline units, this is a 12 month post graduate route into Children's social care.

## 2.2 Adult Services

- 2.2.1 In Q1 2022/2023 spend in Adult Services totalled £286,115.56 (includes REED Agency: £282,912.44 and the Agency Social Worker Framework: £3,203.12 and as at 30 June 2022 there were a total of 45 active assignments across the Directorate.
- 2.2.2 This is a slight increase of £4,348.52 when compared with Q4 2021/2022 which was £281,767.04. Spend decreased by £39,470.64 when compared with the previous corresponding Q1 2021/2022 which was £325,586.20.
- 2.2.3 73.09% (£202,447.25) of spend in Q1 2021/2022 was on interim qualified Social Worker roles compared with 74.22% in Q4 2021/2022. The next biggest spend is on Support Workers at £29,223.46 which has reduced when compared to Q4 2021/2022 which was £42,657.57, followed by a Service Manager at £25,595.15. The internal Resourcing service have been supporting Supported Living to recruit Support Workers via a social media campaign which has helped reduce the reliance on agency workers.
- 2.2.4 The Directorate still has a reliance on agency workers from other providers which we also engaged via the Councils Social Worker Agency Framework (SWAF) in addition to REED our umbrella agency. This is because, like Children's Services, we haven't been able to meet our staffing requirements through Reed alone. Adults spend via SWAF in Q1 2022/2023 is £3,203.12 which has decreased when compared with the previous Q4 2021/2022 which was £19,986.77. The agency spend via SWAF for Q1 2022/2023 was spent on Level 3 Social Workers. The service will continue to monitor this situation and ending assignments as soon as permanent workers have commenced in post.
- 2.2.5 Our new Trafford Learning Academy seeks to provide an innovative approach to recruiting, growing and retaining our adult social care workforce and can be found at the following link <https://www.traffordlearningacademy.co.uk/>. The academy will provide a mechanism for a rolling recruitment programme stemming from an engagement programme with schools and colleges to promote and inspire adult social care as a rewarding career choice. The school and engagement project is becoming more established within schools, and offers initial myth busting sessions to young people about what a career in adult social care is really like. Trafford Learning Academy is building strong

connections with schools offering Health and Social Care GCSE; currently there are 4 schools offering this qualification and this will increase to 5 in September 2022 and 6 in September 2023. Trafford Learning Academy is now School Enterprise Advisor for Altrincham College and Flixton Girls School.

- 2.2.6 Trafford Learning Academy provides a range of support to aid staff retention, such as, social work forum, confidential support around career aspirations or frustrations, 1:1/ group learning support where required around specific areas of learning, and mentorship for apprentices.
- 2.2.7 A database is currently being developed by the Learning Academy, identifying schools and social care services by locality, and linking students seeking work experience with local social care providers.
- 2.2.8 The Adults Workforce Development Group continues to assist and oversee workforce development across Adults Directorate and will align closely with the GM DASS and Trafford Strategic Safeguarding Partnership sub-boards to enable shared working wherever there is shared priorities.
- 2.2.9 There was a recent paper on this committee that set out a response to the challenges faced recruiting to and retaining qualified social workers. The paper sets out options which included increasing the rate of pay by paying a market supplement which has been agreed, development opportunities and incentives, and bespoke recruitment campaigns.
- 2.2.10 The Senior Workforce Development Practitioner and HR Business Partner attended a GM integrated workforce planning training session in November. The intention is to test and apply the methodology to assist the workforce planning process and we have secured funding via GM to support this work.
- 2.2.11 We continue to support the directorate with action planning following feedback received from a staff survey and have subsequently established a staff group with an action plan to focus on areas of feedback. HR/OD colleagues are working closely with the senior leadership team in supporting the delivery of action plan themes with allocated owners and staff representatives' involvement.
- 2.2.12 We are also continuing with a senior leadership development plan which takes into account the people skills required in leading the change as they begin work with Skills for Care and the Care Quality Commission and put their quality strategy into action.
- 2.2.13 Funding has been secured from GM Health and Social Care partnership for a school leaver apprenticeship pilot, offering 2 x level 2 Social Care

apprenticeships whilst working at Ascot House. Interviews are scheduled for 12 September 2022.

### 2.3 Governance and Community Strategy

- 2.3.1 In Q1 2022/2023 the total agency spend in Governance and Community Strategy totalled £190,219.76 and as at 30 June 2022 there were 13 active assignments. Spend has increased as compared to Q4 2021/2022 which was £122,450.31 and when compared to the corresponding Q1 2021/2022 period, it has increased from £66,883.91.
- 2.3.3 The largest spend is on legal roles at 79.88% compared to 93.27% in Q4 2021/22. There has been a continued difficulty with attracting solicitors with the skills and experience that the service requires. The main reason for this is the competitiveness of their reward package as compared with the private sector. The next biggest spend is on an Information Governance Manager and Assistant Head of Legal. A review is underway to identify a solution to the recruitment and retention of these staff, includes looking at options to develop a pipe-line in-house for example through apprenticeships and the development of career pathways to support succession planning and career progression.

### 2.4 Finance and Systems

- 2.4.1 In Q1 2022/2023 the total agency spend in Finance and Systems totalled £8,908.81 and as at 30 June 2022 there was 1 active assignment. Spend has decreased slightly when compared to Q4 2021/22 which was £9,455.70. In the corresponding Q1 2021/212 period, there was no agency spend or active assignments.
- 2.4.2 The service engaged an additional agency worker to support the roll out of Windows 365.

### 2.5 Place

- 2.5.1 In Q1 2022/2023 agency spend in Place totalled £11,658.36 and as at 30 June 2022, there were 7 active assignments.
- 2.5.2 Agency spend has decreased compared to spend in Q4 2021/22 which was £27,661.77. Spend has decreased when compared to the corresponding Q1 2021/22 period, which was £42,545.05.
- 2.5.3 The majority of spend is on a Tenancy Support Officers at £8,455 due to difficulties in recruiting to this role which includes £2,401.86 funded from the Ukrainian Refugee Fund. Some of the salary for the ESOL assessors is also being funded from the Ukrainian Refugee Fund.

## **2.6 Strategy and Resources**

- 2.6.1 In Q1 2022/23, the total agency spend in Strategy and Resources totalled £21,635.09 and as at 30 June 2022, there were 4 active assignments.
- 2.6.2 Agency spend has increased slightly when compared with Q4 2021/22 which was £21,278.09. It has decreased compared to the corresponding Q1 2021/22 period which was £59,566.31.
- 2.6.3 Strategy and Resources has seen a number of changes with the transfer of a number of services into the Directorate including the recent transfer of STAR Procurement and Libraries and Contact Centre. The biggest spend was on a HR Consultant role at £12,177.99. The remainder of spend is on an Applications Support Officer, Customer Service Advisor and Procurement Officer.

## **3. Summary Agency Spend Position**

- 3.1 The total agency spend in Q1 2022/23 was £1,504,740.35. This is a decrease of £88,406.45 when compared to the previous period of Q4 2021/22 which was £1,593,146.80. Most of the agency spend was through Reed, our umbrella agency which was £1,215,800.9 and was a slight increase on Q4 2021/2022 spend which was £1,210,634.83. The remaining spend via the Social Worker Agency Framework was £288,939.45 which has decreased when compared to Q4 2021/2022 spend which was £382,511.97. Much of pressure continues to be the difficulties recruiting qualified Social Workers.
- 3.2 Agency spend is higher than the corresponding Q1 2021/2022 period which was £1,306,860.36. Around 76.04% of the total spend in Q1 2022/2023 is on interim qualified social worker roles which has increased when compared with the previous Q4 2021/2022 which was 66.11%. Although agency spend has reduced this quarter in Children's Services, they are still experiencing considerable issues with recruiting and retaining social workers. Work continues to try to mitigate this and move to a more stable resourcing position. Agency spend in Adult's has increased slightly this quarter. Spend has increased in Governance and Community Strategy due to difficulties recruiting to legal positions. Spend has decreased slightly in Place and one of the Tenancy Support Officer and two of the ESOL Assessors are being funded from the Ukrainian Refugee grant. Strategy and Resources agency spend has increased slightly. We will continue to monitor agency spend and provide reports for visibility.

## **4. Annual Agency Spend across GM**

The table (1) below highlights the annual agency spend to June 2022 with REED, our umbrella agency provider. Table (2) details the annual spend and

out of the 10 local authority neighbours in GM and GMP that use REED, we are the 6<sup>th</sup> lowest spend authority. This highlights that there is a wider regional reliance on temporary staff across the GM footprint.

Table (1)

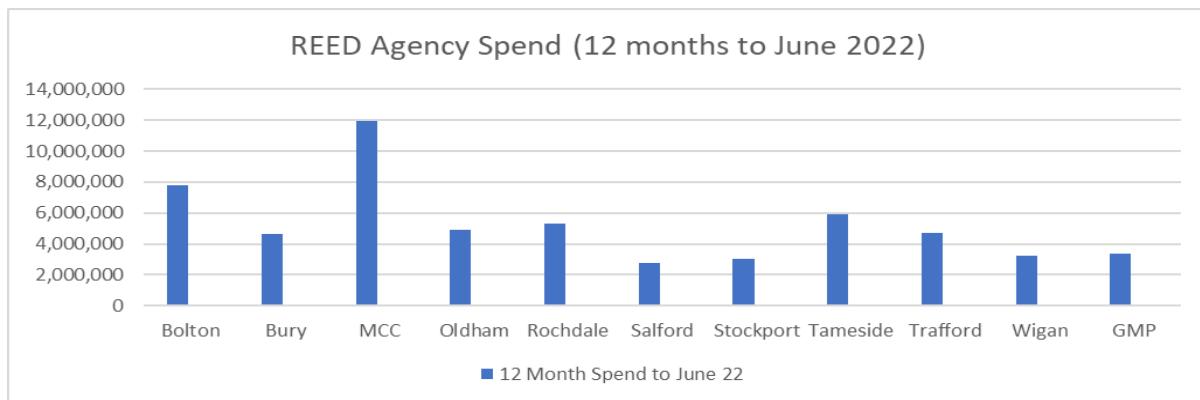


Table (2)

Organisation	12 Month Spend to June 22	Spend by Division (1 = Lowest)
Bolton	7,768,123	10
Bury	4,628,503	5
MCC	11,932,001	11
Oldham	4,915,753	7
Rochdale	5,324,439	8
Salford	2,792,744	1
Stockport	3,064,701	2
Tameside	5,882,140	9
Trafford	4,711,324	6
Wigan	3,255,483	3
GMP	3,339,567	4

## 5. Consultant Spend

- 5.1 The total spend in Q1 2022/2023 was £52,578. The spend breaks down as follows.

Children's	Adult & Well-being Services	Governance and Community Strategy	Finance and Systems	Place	Strategy & Resources
£8,378	£	£0	£0	£	£44,200

- 5.2 Consultancy spend in Q1 2022/2023 has decreased when compared to Q4 2021/2022 which was £117,644.25. When comparing consultancy spend with the corresponding period Q1 2021/2022 which was £79,167 consultancy spend has reduced.
- 5.3 During Q1 2022/2023 two consultants were engaged as follows:
  - Children's x 1
  - Strategy & Resources x 1
- 5.4 The HR service will facilitate targeted and bespoke interventions to support managers to pro-actively manage temporary resourcing needs to continue to ensure that agency demand is proportionate and appropriate.
- 5.5 It continues to be challenging for the Council with staffing pressures that we have had to respond to, to ensure that we are discharging our duties and keeping our citizen's safe with the services they require.

## **6. Conclusion**

- 6.1 Agency and consultant spend will continue to be monitored on a regular basis and reports will be presented to Employment Committee, for information.
- 6.2 Employment Committee is recommended to note the content of this report.

Appendix 1

**Trafford Council Agency Spend By Directorate Q1 - 2022/2023**

Directorates	Job Title	Number of Active Assignments	Total Cost
Children's	Advance Practitioner	1	£9,309.32
	Business Support Officer Level 3	2	£10,595.36
	Early Help Intervention Worker	1	£10,259.49
	Head of Service	2	£36,653.44
	Independent Reviewing Officer	3	£13,708.02
	Practice Manager	2	£17,500.06
	Residential Childcare Officer	19	£21,153.42
	Senior Business Support Officer	1	£6,320.42
	Service Manager	4	£78,300.12
	Social Worker Level 3	40	£600,733.79
	Social Worker Level 3a	7	£59,693.98
	Strategic Lead for Front Door & Children's Social Care	1	£34,127.11
	Support Worker	3	£10,273.88
	Team Leader	6	£77,574.36
	<b>Total</b>	<b>92</b>	<b>£986,202.77</b>
Adults	Advance Practitioner	1	£8,085.06
	Cook Manager	2	£753.93
	Deputy Manager	1	£6,829.04
	Freedom of Information Support Officer	1	£5,533.97
	Service Manager	1	£25,595.15
	Social Care Team Leader	1	£13,527.75
	Social Worker Level 3	20	£191
	Social Worker Level 3a	1	£2,205.01
	Support Worker	17	£29,223.46
	<b>Total</b>	<b>45</b>	<b>£286,115.56</b>

Finance & Systems	Windows 10 Deployment Lead	1	£8,908.81
	<b>Total</b>	<b>1</b>	<b>£8,908.81</b>
Governance & Community Strategy	Assistant Head of Legal	1	£15,310.97
	Information Governance Manager	1	£20,217.99
	Information Governance Officer	1	£2,747.05
	Litigation Solicitor	2	£42,348.07
	Planning Lawyer	1	£3,901.22
	Solicitor	7	£105,694.46
	<b>Total</b>	<b>13</b>	<b>£190,219.76</b>
Place	ESOL Assessor	4	£2,788.14
	Housing Options Officer	1	£415.22
	Tenancy Support Officer	2	£8,455
	<b>Total</b>	<b>7</b>	<b>£11,658.36</b>
Strategy and Resources	Applications Support Officer	1	£5,697.27
	Customer Services Advisor	1	£3,097.74
	HR Consultant	1	£12,177.99
	Procurement Officer	1	£662.09
	<b>Total</b>	<b>4</b>	<b>£21,635.09</b>
<b>Grand Total</b>		<b>162</b>	<b>£1,504,740.35</b>

## Appendix 2

### **Trafford Council Agency Tenure by Directorate**

Breakdown by Directorate showing active assignments as at 30 June 2022

<b>Directorate</b>	<b>Job Title</b>	<b>No. of active assignments</b>
Children's	Advance Practitioner	1
	Business Support Officer Level 3	1
	Early Help Intervention Worker	1
	Head of Service	1
	Independent Reviewing Officer	2
	Practice Manager	2
	Residential Childcare Officer	2
	Senior Business Support Officer	1
	Service Manager	3
	Social Worker Level 3	34
	Social Worker Level 3a	4
	Strategic Lead for Front Door & Children's Social Care	1
	Support Worker	3
	Team Leader	2
	<b>Total</b>	<b>58</b>
Adult Services	Advance Practitioner	1
	Cook Manager	2
	Deputy Manager	1
	Freedom of Information Support Officer	1
	Social Care Team Leader	1
	Social Worker Level 3	13
	Social Worker Level 3a	1
	Support Worker	15

	<b>Total</b>	<b>35</b>
Finance & Systems	Windows 10 Deployment Lead	1
	<b>Total</b>	<b>1</b>
Governance & Community Strategy	Assistant Head of Legal	1
	Information Governance Officer	1
	Litigation Solicitor	2
	Solicitor	6
	<b>Total</b>	<b>10</b>
Place	ESOL Assessor	1
	Tenancy Support Officer	4
	<b>Total</b>	<b>5</b>
Strategy & Resources	Applications Support Officer	1
	HR Consultant	1
	<b>Total</b>	<b>2</b>
	<b>Overall Total</b>	<b>101</b>

# Agenda Item 6

## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 5 September 2022  
**Report for:** Information and approval  
**Report of:** Angela Beadsworth, Interim Director of Human Resources

### Report Title

**Cadet Leaders Leave**

### Summary

**This report proposes that we provide staff who undertake the Voluntary role of Cadet Leader with 10 days of paid special leave per annum**

### Recommendations

**Note the contents of this report and support the provision of 10 days of special leave for staff who are Cadet Leaders.**

Relationship to Corporate Priorities	This report doesn't directly align with one of the council's Corporate Priorities
Relationship to GM Policy or Strategy Framework	Supports the Armed Forces Covenant.
Financial	Additional paid leave for employees who are cadet leaders as outlined in the body of the report.
Legal Implications	None.
Equality/Diversity Implications	None.
Sustainability Implications	None.
Carbon Reduction	None.
Staffing/E-Government/Asset Management Implications	Being a supportive employer offering leave for more types of public commitments, will make us more attractive and may improve retention rates.
Risk Management Implications	None.
Health & Wellbeing Implications	Volunteering is one of the ways to enhance well-being and providing paid leave supports staff to balance their commitments.
Health and Safety Implications	None.

Summary of key stakeholders involved in report production:

Name: Vicky Davidson and Kate Sturman

Extension: x 1291

## **1. Background**

- 1.1 Trafford has a Special Leave for Public Duties policy, which has been in place for many years - it gives provision for staff to take paid leave for the following activities: Magisterial duties; Member of another Local Authority or Health Authority; School/College Governing Body, and attending court. Most recently as part of the work of the Trafford Armed Forces Community Covenant, the Council introduced a Reservist policy.
- 1.2 In more recent years we added to our offer around support for our Armed Forces and Policing partners. As a result of this it includes provision for Reservists and Special Constables to take up to 10 days' special leave for duties and training activity.

## **2. Commitment to support the Armed Forces**

- 2.1 We have a proud history of working with the Armed Forces Community and we show our commitment to support via the Armed Forces Covenant. In 2019 we submitted for and were successful in achieving the Defence Employer Recognition Scheme's Gold Award which is the highest level.
- 2.2 There are various criteria for the award and one area which we agreed to explore was providing paid leave to any employees who volunteer as a Cadet Leader. Since we achieved the award in 2019, the criteria for the Gold award has increased, together with a variety of new criteria - Adult Cadet Leaders paid leave is now an essential part of the application.
- 2.3 As an existing Gold award holder we can expect to be monitored on our Armed Forces Covenant pledges by the Ministry of Defence account holder for the North West without prior notice by 2023. Also, we will be reapplying for the award in 2023 and so we will need to be able to meet this criterion for our application to be successful.

## **3.0 Cadet Leaders**

- 3.1 Cadet forces are voluntary youth organisations which offer challenging and enjoyable activities for young people and prepare them to play an active part in the community while developing valuable life skills. The cadet forces are based on the traditions, values, and standards of their parent Service but they are not part of the Armed Forces.
- 3.2 The cadet forces comprise of the:
  - Sea Cadet Corps
  - Volunteer Cadet Corps
  - Combined Cadet Force
  - Army Cadet Force

- Air Training Corps
- 3.3 The cadet forces could not exist without the support of adult volunteers who help train cadets, run meetings, activities, and events. Like cadets, adult volunteers can also gain nationally recognised qualifications up to the equivalent of a Master's degree. So developmentally it is great for our employees as staff undertaking this role will have enhanced skills.
- 3.4 Cadet Leaders are expected to undertake 25 volunteer days a year in total - this is the minimum and many do more. They tend to support 1 or 2 nights a week. They also have 2 camps each year - the Annual Camp which can be 10-14 days and Easter Camp which can be 4-5.
- 3.5 Within Trafford we have Sea, Army and Air Training Cadet groups. We are not aware that we currently have any staff who are Cadet Leaders from intelligence provided by our Armed Forces Lead Officer. However, that may change over time.
- 4.0 Special leave**
- 4.1 In order to meet the revised criteria for the Gold award we must offer a minimum of 5 days' paid leave to staff who are Cadet Leaders.
- 4.2 Consideration has been given to an appropriate level of leave. The level of volunteering commitment for this role is comparable with that of Reservists and Special Constables. So, it is suggested that we offer 10 days of leave.
- 4.3 We will amend our Special Leave for Public Duties Policy to incorporate this change and add in an additional leave code in the HR System - iTrent so that staff could request leave using the same process for other Public Duty leave.
- 5. Recommendations**
- 5.1 It is recommended that Employment Committee support the introduction of 10 days of paid leave for any staff who are Cadet Leaders.

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