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## TRAFFORD COUNCIL

### AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 7 March 2016

Time: 10.30 a.m.

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

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1.	<b>ATTENDANCES</b>  To note attendances, including Officers and any apologies for absence.	
2.	<b>MINUTES</b>  To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 18 January, 2016.	1 - 2
3.	<b>TRAFFORD / GREATER MANCHESTER POLICE HR SHARED SERVICE</b>  To receive a verbal update of the Acting Director of Human Resources.	Verbal Report
4.	<b>AGENCY SPEND FOR Q3 - PERIOD 1ST OCTOBER TO 31ST DECEMBER 2015</b>  To receive a report of the Acting Director of Human Resources.	3 - 8
5.	<b>QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY</b>  To receive a verbal update of the Acting Director of Human Resources.	Verbal Report
6.	<b>2016/17 PAY POLICY STATEMENT</b>  To receive a report of the Acting Director of Human Resources.	To Follow

## Employment Committee - Monday, 7 March 2016

### 7. UPDATE ON THE MANDATORY UNPAID LEAVE POSITION

To receive a verbal update of the Acting Director of Human Resources.

Verbal Report

### 8. URGENT BUSINESS (IF ANY)

Any other item or items which, by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

## **THERESA GRANT**

Chief Executive

### Membership of the Committee

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

### Further Information

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

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This agenda was issued on **Friday, 26 February 2016** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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## EMPLOYMENT COMMITTEE

18 JANUARY 2016

### PRESENT

Councillor B. Rigby (in the Chair).

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

#### In attendance

Lisa Hooley	Acting Director of Human Resources
Habib Khan	Head of Legal
Deborah Lucas	Head of HR Business Partnering
Alexander Murray	Democratic and Scrutiny Officer

### APOLOGIES

Apologies for absence were received from Councillor J. Bennett

### 20. MINUTES

RESOLVED: That the Minutes of the meeting held on 14 December 2016 be approved as a correct record.

### 21. STAFF TERMS AND CONDITIONS - OUTCOME OF CONSULTATION ON THE PROPOSED EXTENSION OF MANDATORY UNPAID LEAVE

The Acting Director of Human Resources (HR) presented a report detailing employee responses to the consultation on the proposals for Mandatory and additional Voluntary unpaid leave to the committee. The report detailed the proposals, the consultation process, the outcome of the consultation and the resulting recommendations. The appendix of the report contained the comments received from staff during the consultation period.

Committee Members discussed the responses received from staff. It was agreed that the ideal position would be to achieve these savings entirely through voluntary additional leave rather than mandatory leave. The committee welcomed the change to the recommendations so that the 3 days' mandatory unpaid leave is extended for one additional year before reviewing it again rather than the two years originally proposed.

The Committee noted that a collective agreement was not reached with the recognised trade unions and welcomed that HR will continue to discuss the policy with them over the course of the year.

The Committee requested that the results of the promotion of Voluntary leave to staff be brought to the committee in the summer of 2016/17 municipal year.

**Employment Committee  
18 January 2016**

RESOLUTION:

- 1) That the responses from the recognised trade Unions and staff members are noted.
- 2) That the proposal to extend the 3 days mandatory unpaid leave arrangement for one further year, until 31<sup>st</sup> March 2017 be approved by the committee.
- 3) That the provision for a simplified voluntary additional unpaid leave arrangement be approved by the Committee.
- 4) That the results of the promotion of voluntary additional leave be brought to the committee in summer 2016/17.

The meeting commenced at 10.10 am and finished at 10.31 am

## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 7<sup>th</sup> March 2016  
**Report for:** Information  
**Report of:** Acting Director of HR

### Report Title

<b>Agency Spend for Q3 - Period 1<sup>st</sup> October to 31<sup>st</sup> December 2015</b>
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### Recommendations

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

## 1. Background

- 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; where a post is to be filled, the aim is to match the vacancy in the first instance in a priority sequence; employees on notice of redundancy (redeployees), "at risk" staff (those employees where there is a real risk of redundancy) and apprentices.
- 1.2 Vacancies are subject to approval initially by respective Directorate Management Teams and subsequently the Corporate Management Team (CMT), where the request is to recruit from beyond these groups e.g. wider internal recruitment. This is in order to minimise the number of compulsory redundancies across the Council and reduce spend on external resources, including agency fees.

## **2.0 The Use of Agency Staff**

2.1 There will inevitably be circumstances whereby resourcing needs are short term in nature, urgent and require access to time-limited and/or specialist skills that cannot be found within the organisation. For these reasons, access to temporary agency support is essential to meet critical gaps in service provision.

2.2 The breakdown of agency spend for Q3 of 2015/16 (October – December 2015) is attached at Appendix 1. The number of active assignments by post title is provided for each month in the quarter, together with the number of people covering these assignments. An assignment is defined as a 'role'/piece of work and may either be for an agreed continuous period or may be on an ad-hoc, as required basis.

### **2.3 Children, Families and Well-Being Directorate**

2.3.1 In the third quarter of 2015/16, spend in this area totalled £311,521; as at the end of December 2015, there were a total of 46 active assignments across the Directorate. The majority of this spend was due to the service discharging its statutory responsibilities for providing social care services for vulnerable children and adults. The interim staffing need was primarily for cover whilst recruiting to vacancies as a result of maternity leave, long-term sickness absence and vacancies that have arisen as a result of internal appointments, promotions and secondments.

2.3.2 Spend activity primarily relates to the procurement of interim qualified Children's and Adults' Social Workers and Support workers; these groups of workers represented 94% of the total spend for the quarter. The remaining spend primarily relates to the provision of business support to support these workers, in particular the Social Workers.

2.3.3 In the Q2 report it was noted that there were costs relating to a number of new Social Care roles that were being incorrectly coded to T&R. The costs for these roles have now been re-coded to CFW.

2.3.3 In order to significantly reduce spend on the use of agency children's social workers, a business case was agreed in respect to the recruitment of a peripatetic team of permanent social workers, in order to reduce both the need for and the cost of some of the agency social workers and maintain continuity of service, in the future. These resources are being deployed on short-term/time-limited placements in response to service demand.

2.3.4 In addition, the AGMA-wide trial of standardised pay rates for children's and adults' agency social workers, which was led by Trafford Council, has been

successful and has now been implemented for the longer term. Furthermore, AGMA's model has been championed by children's and adults' service leads and North West Employers and has been implemented across the North West. This collaborative arrangement avoids authorities competing for agency social workers, which previously resulted in prices being driven upwards and ensures the market is managed / controlled.

## 2.4 Transformation and Resources Directorate (T&R)

2.4.1 In the third quarter of 2015/16, the total agency spend in this Directorate equated to £189,088 and as at the end of December 2015, there were 20 active assignments. 59% of spend in the quarter specifically related to the need to bring in specialist skills to provide transformational, technical and consultancy support to services across the organisation as it reshapes. In addition, the remaining 41% spend covered a number of interim resources required to support core services in this Directorate as they go through their own transformation and staffing restructures, which will support the realisation of Directorate savings.

2.4.2 Of the total £189,088 spend in T&R, £76,956 is directly related to the CFW transformation programme. This spend is reflective of the size and scale of this transformation programme and the significant associated savings. These costs are shown separately in Appendix I.

2.4.3 If the CFW Transformation programme costs are removed, the true spend in T&R for Q3 is £112,132.

## 2.5 Economic Growth, Environment and Infrastructure

2.5.1 In the third quarter of 2015/16, the total agency spend in this area equated to £8,843 and as at the end of December 2015, there were 4 active assignments. Spend during the quarter primarily related to catering provision.

## 3.0 **Comparator Data**

3.1 The total agency spend in the third quarter of 2015/16 equates to £509,452; this is an increase in spend of £15,446 from Q2, when total spend equated to £494,006.

3.2 For the same quarter in 2014/15, spend was £466,030. This represents an increase in spend of £43,422.

3.3 Trafford's spend year-to-date (1<sup>st</sup> April 2015 to 31<sup>st</sup> December 2015) compared to other AGMA and associate AGMA authorities on the HAYS Managed Service Contract is as follows:

<b>Authority</b>	<b>Total Spend (Rounded)</b>	<b>Rank</b>
A	£4.4m	1
B	£3.6m	2
C	£2.9m	3
D (Associate)	£2.2m	4
E	£1.5m	=5
F	£1.5m	=5
G	£1.5m	=5
H - Trafford	£1.5m	=5
I	£980k	9
J	£950k	10
K (Associate)	£800k	11

#### **4.0 Conclusion**

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



### Trafford Council Agency Spend By Directorate Q3 - 2015/2016

#### Breakdown by Directorate (via cost and number of assignments)

T&R – CFW Programme costs are shown separately as detailed in paragraph 2.4.2 of the accompanying report.

#### October 2015

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
<b>CFW</b>	<b>63</b>	<b>£ 102,850</b>
Business Support Officer level 2	3	£ 2,801
Care Assistant - Residential Homes & Day Centres*	9	£ 5,567
Chef	2	£ 262
Childcare Worker	8	£ 1,094
Finance Officer	1	£ 1,747
Independent Reviewing Officer	1	£ 447
Project Support Officer	1	£ 1,884
Social Care Assessor	3	£ 7,149
Social Worker Level 3	23	£ 73,672
Support Worker - Adults	11	£ 7,342
Support Worker Adults Physical Intervention Trained	1	£ 885
<b>EGEI</b>	<b>4</b>	<b>£ 2,559</b>
Business Support Officer level 2	1	£ 821
Catering Assistant	1	£ 64
Chef Manager	2	£ 1,674
<b>T&amp;R</b>	<b>10</b>	<b>£ 39,304</b>
Accountant	1	£ 3,523
Business Support Officer level 2	2	£ 1,915
Finance Manager	2	£ 15,584
ICT Project Manager	1	£ 6,898
Senior Learning and Development Officer/Relationship Manager - Children's Safeguarding Lead	1	£ 2,076
Senior Personal Assistant	1	£ 3,430
Senior Project Manager - GMP	1	£ 4,582
Shared Service Support Officer	1	£ 1,296
<b>T&amp;R - CFW Programme</b>	<b>5</b>	<b>£ 19,887</b>
Accountant	1	£ 3,648
Benefits Realisation Manager	1	£ 9,387
Business Change Analyst	1	£ 3,251
Social Worker Level 3	2	£ 3,601
<b>Grand Total</b>	<b>82</b>	<b>£ 164,600</b>

#### November 2015

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
<b>CFW</b>	<b>53</b>	<b>£ 109,743</b>
Business Support Officer level 2	2	£ 3,053
Care Assistant - Residential Homes & Day Centres*	8	£ 3,411
Chef	1	£ 95
Childcare Worker	5	£ 473
Finance Officer	1	£ 2,072
Independent Reviewing Officer	1	£ 3,444
Project Support Officer	1	£ 2,036
Social Care Assessor	1	£ 2,561
Social Worker Level 3	20	£ 79,205
Support Worker - Adults	9	£ 7,580
Support Worker Adults Physical Intervention Trained	3	£ 284
Team Manager	1	£ 5,530
<b>EGEI</b>	<b>2</b>	<b>£ 1,465</b>
Business Support Officer level 2	1	£ 655
Chef Manager	1	£ 810
<b>T&amp;R</b>	<b>13</b>	<b>£ 41,302</b>
Accountant	1	£ 4,012
Business Support Officer level 2	1	£ 1,880
Finance Manager	2	£ 11,049
Finance Officer	1	£ 2,119
ICT Project Manager	1	£ 9,053
Pensions Officer	1	£ 2,100
Senior Learning and Development Officer/Relationship Manager - Children's Safeguarding Lead	1	£ 2,678
Senior Personal Assistant	1	£ 1,363
Senior Project Manager - GMP	1	£ 3,995
Shared Service Support Officer	3	£ 3,053
<b>T&amp;R - CFW Programme</b>	<b>9</b>	<b>£ 29,212</b>
Benefits Realisation Manager	1	£ 6,258
Business Change Analyst	1	£ 6,827
Social Care Assessor	1	£ 2,327
Social Worker Level 3	6	£ 13,800
<b>Grand Total</b>	<b>77</b>	<b>£ 181,722</b>

December 2015

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
<b>CFW</b>	<b>46</b>	<b>£ 98,928</b>
Business Support Officer level 2	1	£ 1,954
Care Assistant - Residential Homes & Day Centres*	10	£ 5,200
Childcare Worker	1	£ 106
Finance Officer	1	£ 299
Independent Reviewing Officer	1	£ 4,018
Project Support Officer	1	£ 1,650
Social Care Assessor	1	£ 2,516
Social Worker Level 3	19	£ 67,515
Support Worker - Adults	8	£ 8,941
Support Worker Adults Physical Intervention Trained	2	£ 955
Team Manager	1	£ 5,775
<b>EGEI</b>	<b>4</b>	<b>£ 4,819</b>
Bar Person	1	£ 58
Business Support Officer level 2	1	£ 451
Chef Manager	1	£ 2,271
Clerk of Works	1	£ 2,040
<b>T&amp;R</b>	<b>12</b>	<b>£ 31,527</b>
Accountant	1	£ 2,127
Business Support Officer level 2	1	£ 1,591
Finance Manager	1	£ 5,391
Finance Officer	1	£ 1,971
ICT Project Manager	1	£ 6,035
Pensions Officer	1	£ 2,239
Senior Learning and Development Officer/Relationship Manager - Children's Safeguarding Lead	1	£ 1,607
Senior Personal Assistant	1	£ 2,546
Senior Project Manager - GMP	1	£ 4,230
Shared Service Support Officer	3	£ 3,790
<b>T&amp;R - CFW Programme</b>	<b>8</b>	<b>£ 27,856</b>
Benefits Realisation Manager	1	£ 7,599
Business Change Analyst	1	£ 4,551
Social Care Assessor	1	£ 1,085
Social Worker level 1	1	£ 1,823
Social Worker Level 3	4	£ 12,798
<b>Grand Total</b>	<b>70</b>	<b>£ 163,130</b>
<b>Grand Total in the Quarter</b>	<b>229</b>	<b>£ 509,452</b>