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TRAFFORD COUNCIL

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 5 September 2016

Time: 10.15 a.m.

(or at the later rising of the Joint Consultative Panel)

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

A G E N D A	PART I	Pages
1. ATTENDANCES		
To note attendances, including Officers and any apologies for absence.		
2. MINUTES		
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 12 July, 2016.		1 - 2
3. AGENCY SPEND FOR Q1 - PERIOD 1ST APRIL TO 30TH JUNE 2016		
To receive a report of the Director of Human Resources.		3 - 10
4. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY		
To receive an oral report of the Director of Human Resources.		Verbal Report
5. SUCCESSION PLANNING		
To receive a report of the Director of Human Resources.		To Follow
6. UPDATE ON THE APPRENTICESHIP LEVY AND TARGET		
To receive a verbal report of the Director of Human Resources.		Verbal Report

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7. 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 **Thursday, 25 August 2016** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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EMPLOYMENT COMMITTEE

12 JULY 2016

PRESENT

Councillor B. Rigby (in the Chair).

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

In attendance

Deborah Lucas	Head of HR Business Partnering
Alexander Murray	Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Lisa Hooley.

1. **MEMBERSHIP OF THE COMMITTEE 2016/17, INCLUDING CHAIRMAN, VICE-CHAIRMAN AND OPPOSITION SPOKESPERSON**

RESOLVED: That the Membership of the Committee for the 2016/17 Municipal Year, as appointed at the Annual Meeting of the Council held on 25 May 2016 and set out below, be noted:

Councillors Joanne Bennett, Mark Cawdrey, Mrs. Pamela Dixon (Vice-Chairman), Nathan Evans, Catherine Hynes (Opposition Spokesperson), David Jarman and Brian Rigby (Chairman).

2. **TERMS OF REFERENCE**

RESOLVED: That the Committee's Terms of Reference, as agreed at the Annual Meeting of the Council held on 25 May 2016, be noted.

3. **MINUTES**

RESOLVED: That the Minutes of the meeting held on 7 March, 2016 be approved as a correct record and signed by the Chairman.

4. **MANDATORY UNPAID LEAVE AND ADDITIONAL VOLUNTARY UNPAID LEAVE UPDATE**

The Committee received a report of the Director of Human Resources on the results of the Councils mandatory and voluntary additional leave schemes, which was presented by the Head of HR Business Partnering.

The Committee were informed that there had been no dismissals as a result of the extension of mandatory leave. On top of the savings from the mandatory leave exercise, 108 staff asked for voluntary leave which totalled an additional £60,000 saved. HR hoped that through voluntary uptake the Council would eventually be able to reduce or abolish mandatory leave. Were the Council to switch to a voluntary system, members of staff would be guaranteed to have 3 days additional

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12 July 2016**

leave and it would be at their manager's discretion as to whether more would be allowed.

RESOLVED:

1. That the Report be noted;
2. That the Head of HR Business Partnering be thanked for her work on the unpaid leave scheme.

5. AGENCY SPEND 2015/16

The Committee received a report of the Director of Human Resources on agency spend for the 2015/16. It was noted that spend had been reduced by £68,000 compared to 2014/15. The Head of HR Business Partnering explained that the Council were continuing to look at ways to reduce the amount of agency spend further and were working towards finding long term solutions for resource issues.

The Committee were also informed that the Council's current contract with Hayes would be finishing this year, and as a result the Council would be going out to tender for a new agency provider.

RESOLVED: That the report be noted.

6. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Committee received a verbal update of the Head of HR Business Partnering. There had been no additional exemptions since the last meeting of the Committee.

RESOLVED: That the update be noted.

The meeting commenced at 10.30 am and finished at 10.55 am

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 5th September 2016
Report for: Information
Report of: Lisa Hooley, Director of HR

Report Title

Agency Spend for Q1 - Period 1st April 2016 to 30th June 2016

Recommendations

That the content of this report is noted.

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 and that where a post is filled, the aim is to match to the vacancy in the first instance in a priority sequence; employees on notice from redundancy (redeployees), “at risk” staff (those employees where there is a real risk of redundancy) and apprentices.

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

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

- 1.1.2 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. For these reasons, access to temporary agency support is essential to meet critical gaps in service provision as outlined below.
- 1.2.2 The breakdown of agency spend over Q1 of 2016/17 (April – June 2016) is attached at Appendix I. It should be noted that the agency costs for the quarter have been met from within existing staffing budgets, whilst services have been restructuring, reshaping and recruiting to resultant vacant posts and ensuring that statutory obligations are met on a day-to-day basis.
- 1.2.3 Appendix II provides information on the length of tenure for those assignments that were still active as at 30th June 2016.

2. Directorate Overview

2.1 Children, Families and Well-Being

- 2.1.1 In Q1 2016/17, spend in CFW totalled £335,534 and as at 30th June 2016 there were a total of 56 active assignments across the Directorate. The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable children and adults. The interim staffing need is primarily required to cover staffing resource gaps, created as a result of short-term staff absences or whilst recruitment to permanent posts is underway and cover is critical to ensure that service users receive the appropriate level of care and support.
- 2.1.2 Spend activity primarily relates to the procurement of interim qualified Social Workers and Adult Support workers, which represents over 90% of the total spend for the Directorate. The remaining spend primarily relates to provision and support of childcare services where the Council has a statutory obligation to meet minimum staffing ratios.
- 2.1.3 In order to reduce both the need for and the cost of agency social workers and maintain continuity of service, a permanent, peripatetic team of children's social workers has been established. These experienced social workers are being deployed on short-term/time-limited placements in response to service demand.

2.1.4 In addition, the AGMA-wide adoption of standardised pay rates for children's and adults' agency social workers, which was led by Trafford Council, continues to be effective at controlling costs and the principle of a rate 'cap' has now been broadened to 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.

2.2 Transformation and Resources Directorate (T & R)

2.2.1 In Q1 2016/17, the total agency spend in T&R equated to £64,083 and as at 30th June 2016, there were 5 active assignments. Agency spend in this Directorate is due to the need to bring in specialist skills to provide transformational, technical and consultancy support to the organisation as it reshapes; and for those interim resources required to support core services in this Directorate whilst they go through their own transformation and staffing restructures, which will support the realisation of Directorate savings.

2.2.2 In Q1 2016/17, total agency spend for the CFW Transformation Programme (shown in Appendix I as T&R – CFW) equated to £58,175 and as at 30th June 2016 there were 3 live assignments.

2.3 Economic Growth, Environment and Infrastructure

2.3.1 In the first quarter of 2016/17, the total agency spend in this area equated to £31,309 and as at 30th June 2016, there were 5 active assignments. Spend in this area primarily relates to interim technical support roles.

3. Summary Agency Spend Position

3.1 The total agency spend in Q1 equates to £489,101; this is a decrease in spend of £22,534 from Q1 2015/16, when total spend equated to £511,635.

4. Conclusion

4.1 Agency spend will continue to be monitored on a regular 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.

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Trafford Council Agency Spend By Directorate Q1 - 2016/2017

Breakdown by Directorate (via cost and number of assignments)

T&R - CFW Programme costs are shown separately as detailed in paragraph 2.2.2 of the accompanying report.

April 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	59	£ 108,154
Business Support Officer level 2	1	£ 1,435
Chef (Ascot)	14	£ 851
Childcare Worker	5	£ 278
Finance Officer	2	£ 1,946
Independent Reviewing Officer	1	£ 1,994
Project Support Officer	1	£ 2,257
Senior Business Support Officer	1	£ 1,249
Social Worker Level 3	1	£ 70,163
Support Worker - Adults	1	£ 7,752
Support Worker Adults Physical Intervention Trained	21	£ 65
Team Manager	9	£ 5,983
Care Assistant - Residential Homes & Day Centres	1	£ 11,201
Snr Learning & Dev Officer/Relationship Mgr - Children's Safeguarding Lead	1	£ 2,980
EGEI	3	£ 7,217
Building Control Officer	1	£ 3,628
Business Support Officer level 2	1	£ 423
Clerk of Works	1	£ 3,165
T&R	11	£ 21,046
Accountant	2	£ 6,967
Accounting Technician	2	£ 5,940
Chef Manager	1	£ 2,905
Control Room Operator	1	£ 180
Pensions Officer	1	£ 619
Public Relations Manager	1	£ 261
Shared Service Support Officer	3	£ 4,175
T&R - CFW	6	£ 21,593
Benefits Realisation Manager	1	£ 4,023
Social Worker Level 1	1	£ 2,772
Social Worker Level 3	4	£ 14,798
Grand Total	79	£ 158,010

May 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	57	£ 107,150
Business Support Officer level 2	1	£ 1,092
Chef (Ascot)	12	£ 86
Childcare Worker	1	£ 817
Finance Officer	7	£ 1,539
Independent Reviewing Officer	1	£ 4,999
Project Support Officer	1	£ 2,167
Senior Business Support Officer	1	£ 312
Social Worker Level 2	1	£ 1,396
Social Worker Level 3	1	£ 68,886
Social Worker Level 3a	1	£ 2,211
Support Worker - Adults	21	£ 6,657
Support Worker Adults Physical Intervention Trained	1	£ 242
Care Assistant - Residential Homes & Day Centres	6	£ 14,000
Snr Learning & Dev Officer/Relationship Mgr - Children's Safeguarding Lead	2	£ 2,745
EGEI	4	£ 11,350
Building Control Officer	2	£ 7,188
Business Support Officer level 2	1	£ 846
Clerk of Works	1	£ 3,316
T&R	12	£ 21,248
Accountant	1	£ 855
Accounting Technician	2	£ 6,296
Chef Manager	1	£ 2,707
Control Room Operator	2	£ 180
GMP IT Project Business Analyst	1	£ 425
Pensions Officer	1	£ 2,485
Public Relations Manager	1	£ 3,993
Shared Service Support Officer	3	£ 4,307
T&R - CFW	5	£ 21,162
Benefits Realisation Manager	1	£ 7,599
Social Worker Level 1	1	£ 3,255
Social Worker Level 3	3	£ 10,308
Grand Total	78	£ 160,910

June 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	62	£ 120,230
Business Support Assistant	1	£ 384
Business Support Officer level 2	2	£ 2,925
Chef (Ascot)	9	£ 93
Childcare Assistant	1	£ 52
Childcare Worker	1	£ 390
Independent Reviewing Officer	4	£ 5,493
Project Support Officer	1	£ 2,455
Residential Childcare Officer	1	£ 798
Social Worker Level 2	4	£ 2,622
Social Worker Level 3	1	£ 77,068
Social Worker Level 3a	24	£ 7,654
Support Worker - Adults	5	£ 7,208
Support Worker Adults Physical Intervention Trained	7	£ 402
Care Assistant - Residential Homes & Day Centres	1	£ 12,687
EGEI	6	£ 12,742
Building Control Officer	2	£ 6,629
Business Support Officer level 2	1	£ 1,215
Clerk of Works	1	£ 3,767
Licencing Assistant	2	£ 1,131
T&R	8	£ 21,789
Chef Manager	1	£ 1,595
Control Room Operator	1	£ 180
GMP IT Project Business Analyst	1	£ 7,652
Pensions Officer	1	£ 2,942
Public Relations Manager	1	£ 4,602
Shared Service Support Officer	2	£ 3,791
Solicitor	1	£ 1,026
T&R - CFW	4	£ 15,419
Benefits Realisation Manager	1	£ 8,940
Social Worker Level 1	1	£ 2,034
Social Worker Level 3	2	£ 4,445
Grand Total	80	£ 170,181
Grand Total in the Quarter	237	£ 489,101

Trafford Council Agency Tenure by Directorate

Breakdown by Directorate showing full tenure of active assignments as at 30th June 2016

Directorate	Job Title	Assignment Start Date	Current Assignment End Date
CFW	Business Support Assistant	22-Jun-16	17-Jul-16
	Business Support Officer level 2	07-Jun-16	19-Aug-16
	Care Assistant - Residential Homes & Day Centres	11-Feb-13	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	18-Feb-13	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	14-Aug-14	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	21-Dec-14	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	11-Jul-15	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	30-Aug-15	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	18-Sep-15	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	29-Sep-15	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	31-Jan-16	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	09-Feb-16	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	12-Feb-16	31-Aug-16
	Care Assistant - Residential Homes & Day Centres	21-Feb-16	31-Aug-16
	Childcare Assistant	28-Jun-16	01-Jul-16
	Independent Reviewing Officer	04-Apr-16	26-Aug-16
	Project Support Officer	26-Aug-15	30-Sep-16
	Social Worker Level 2	16-May-16	29-Jul-16
	Social Worker Level 3	13-Jul-15	30-Jun-16
	Social Worker Level 3	10-Aug-15	30-Jun-16
	Social Worker Level 3	17-Aug-15	30-Jun-16
	Social Worker Level 3	09-Oct-15	31-Aug-16
	Social Worker Level 3	09-Oct-15	31-Aug-16
	Social Worker Level 3	25-Jan-16	30-Jun-16
	Social Worker Level 3	03-Feb-16	31-Jul-16
	Social Worker Level 3	04-Feb-16	29-Jul-16
	Social Worker Level 3	29-Feb-16	29-Jul-16
	Social Worker Level 3	29-Feb-16	31-Jul-16
	Social Worker Level 3	21-Mar-16	29-Jul-16
	Social Worker Level 3	04-Apr-16	26-Aug-16
	Social Worker Level 3	04-Apr-16	29-Jul-16
	Social Worker Level 3	03-May-16	31-Aug-16
	Social Worker Level 3	23-May-16	29-Jul-16
Social Worker Level 3	13-Jun-16	29-Jul-16	
Social Worker Level 3	13-Jun-16	29-Jul-16	
Social Worker Level 3	14-Jun-16	30-Aug-16	

Appendix II

	Social Worker Level 3	20-Jun-16	03-Jul-16
	Social Worker Level 3	20-Jun-16	01-Aug-16
	Social Worker level 3a	16-May-16	12-Aug-16
	Social Worker level 3a	13-Jun-16	31-Aug-16
	Social Worker level 3a	21-Jun-16	15-Aug-16
	Social Worker level 3a	27-Jun-16	09-Sep-16
	Social Worker level 3a	29-Jun-16	05-Jul-16
	Support Worker - Adults	09-Sep-13	20-Aug-16
	Support Worker - Adults	14-Jun-14	23-Jul-16
	Support Worker - Adults	15-Jun-14	20-Aug-16
	Support Worker - Adults	03-Jul-14	20-Aug-16
	Support Worker - Adults	09-Jul-14	20-Aug-16
	Support Worker - Adults	21-Mar-15	20-Aug-16
	Support Worker - Adults	30-Nov-15	20-Aug-16
	Support Worker - Adults	03-Feb-16	20-Aug-16
	Support Worker - Adults	03-Feb-16	20-Aug-16
	Support Worker - Adults	28-Feb-16	16-Jul-16
	Support Worker - Adults	14-May-16	20-Aug-16
	Support Worker Adults Physical Intervention Trained	08-Aug-15	27-Aug-16
EGEI	Building Control Officer	04-Apr-16	30-Sep-16
	Building Control Officer	03-May-16	30-Sep-16
	Business Support Officer level 2	08-Jun-16	02-Sep-16
	Clerk of Works	10-Nov-15	31-Aug-16
	Licencing Assistant	13-Jun-16	26-Aug-16
T&R	GMP IT Project Business Analyst	31-May-16	29-Jul-16
	Pensions Officer	25-Apr-16	31-Jul-16
	Public Relations Manager	28-Apr-16	26-Aug-16
	Shared Service Support Officer	11-Jan-16	29-Jul-16
	Solicitor	20-Jun-16	26-Aug-16
T&R - CFW Programme	Benefits Realisation Manager	29-Apr-15	30-Sep-16
	Social Worker - level 3 - Adults	15-Jun-15	30-Sep-16
	Social Worker level 1	14-Dec-15	17-Jul-16

**It should be noted that in many assignments, the agency worker will be working less hours than the full time equivalent (FTE) hours. 1 assignment does not necessarily equal 1 FTE.*

It should also be noted that there are assignments, particularly Support Worker and Care Assistant roles where, due to the ad hoc nature of the work and/or being based in various locations, an individual worker may have multiple assignments active concurrently. As an example, 5 Support Worker assignments during a given period of time may be covered by only 2 or 3 workers.