

# Public Document Pack



**TRAFFORD  
COUNCIL**

## **AGENDA PAPERS FOR EMPLOYMENT COMMITTEE**

**Date: Monday, 9 December 2019**

**Time: 5.00 p.m.**

**Place: Meeting Room 6 , 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>		1 - 4
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 9 September 2019.		
3. <b>QUESTIONS FROM MEMBERS OF 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 4p.m. on the working day prior to the meeting. Questions must be within the remit of the Committee or be relevant to items appearing on the agenda and will be submitted in the order in which they were received.		
4. <b>WORKFORCE UPDATE</b>		5 - 12
To receive an update from the Corporate Director of People.		
5. <b>AGENCY SPEND Q2</b>		13 - 20
To receive a report from the Corporate Director of People.		
6. <b>UNSOCIAL ALLOWANCES</b>		21 - 28
To receive a report from the Corporate Director of People.		

7. **PEOPLE STRATEGY 2020-22** 29 - 34  
To receive a report from the Corporate Director of People.
8. **QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY** Verbal Report  
To consider verbal report of the Corporate Director of People.
9. **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, A. Akinola, M. Cordingley, J. Holden, P. Lally, B. Rigby and R. Thompson.

Further Information

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

Alexander Murray, Governance Officer  
Tel: 0161 912 4250  
Email: [alexander.murray@trafford.gov.uk](mailto:alexander.murray@trafford.gov.uk)

This agenda was issued on **Friday, 29 November 2019** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

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## **Employment Committee - Monday, 9 December 2019**

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## EMPLOYMENT COMMITTEE

9 SEPTEMBER 2019

### PRESENT

Councillors A.M. Whyte (In the Chair), D. Acton, M. Cordingley, J. Holden, B. Rigby and R. Thompson.

#### In attendance

Sara Saleh	Corporate Director of People
Dominique Sykes	Principal Solicitor, Corporate and Commercial
Bev Norton	Head of HR Business Partners
Alexander Murray	Governance Officer

### APOLOGIES

Apologies for absence were received from Councillors J. Bennett, A. Akinola and P. Lally

### 8. MINUTES

That the Minutes of the meeting held on 1 July 2019 be approved as a correct record and signed by the Chairman.

### 9. PEOPLE STRATEGY

The Corporate Director of People gave a brief overview of the plans to launch the people strategy, which was named “Epic You”, and reminded the Committee of the four pillars that supported the Trafford vision. The people strategy was to be launched on the 20<sup>th</sup> September 2019 and was to be synchronised with the launch of a staff survey. The survey would be used to benchmark against other employers and, as it was to be done annually, it would enable the Council to compare results year on year to identify improvement or deterioration.

Another part of Epic You was the refreshed Performance and Development Review (PDR) process. The revised process moved away from formal annual reviews to regular informal conversations between staff and managers, with the employee being at the heart of the process. The conversations were to finish with a discussion of the employees aspirations to gain an understanding of how they would like to develop within the organisation.

The Corporate Director then explained the Council’s new health and wellbeing strategy and how it focused upon 4 key areas. A Committee Member asked what muscular and skeletal wellbeing was and how the Council were to deliver it. The Corporate Director responded that there were a range of actions and measures that the Council were going to offer staff such as having standing desks, providing heavy lifting training, and developing a culture which encouraged staff to be active and to look after their joints.

**Employment Committee**  
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Another Member asked how the Council was going ensure that people were actually doing these things. The Corporate Director replied that the Council would gather and provide regular information in these areas. They agreed that the Council could not continually monitor individuals to ensure that they were doing what they said however, it was hoped that by offering staff the opportunity and encouraging people through the culture of the organisation that people would actually do them.

A Committee Member then asked how the Council was going to ensure that disabled staff members were included in these initiatives. The Corporate Director stated that an officers task and finish group, chaired by the Head of Workforce Strategy, had been established and that they would be working with the Chair of the Disabled Staff Group.

RESOLVED: That the report be noted by the Committee.

**10. AGENCY SPEND QUARTER 1**

The Corporate Director went through the statistics as laid out in the report circulated to the Committee which showed an increase in costs within Children's and Adults services. Over 50% of the Council's entire agency spend within the quarter had been upon qualified Social Workers and no other particular trends had been identified.

A Committee Member noted that there was a national shortage of social workers, that work was ongoing GM Level, and they asked what the Council could do to impact this locally. The Corporate Director stated that issue was getting people interested in being Social Workers. The Council were working with Trafford College to create a pathway for people to become social workers. Trafford were also looking to identify staff who would be interested in being trained and growing their own where possible. The Corporate director added that GM was looking to have a bank of staff which could be used by all of the authorities to reduce their dependency on agency workers. The Corporate Director was leading on this work form GM and it was hoped that Trafford would be chosen as the Council which would host the team.

Another Member noted that there was a piece of spend relating to One Trafford Response Consultancy and they asked what this was for. The Corporate Director was not aware of the specifics around this consultancy and she told the Committee that she would find out. The Member then noted that the role of Community Safety Officer was under Adults services and they asked why this did not come under the governance and Community Strategy Directorate. The Corporate Director stated that she would look into this for the Committee.

RESOLVED:

- 1) That the report be noted by the Committee.
- 2) That information relating to consultancy for the One Trafford Response be provided to the Committee.

- 3) That the Committee be informed as to why the Community Safety Officer was within Adult Services.

## **11. WORKFORCE UPDATE**

The Committee were informed that the first of the new format of staff engagement session was held at the Limelight in June 2019 and had been very successful. The annual Employee Recognition Awards had been launched and there were 5 new categories. There had been a wealth of submissions for all but two categories so the Council was extending the submission date.

The Corporate Director then went through the rest of the Workforce Update which included an outline of the Council's modernisation programme. The programme was to consist of ten sessions delivered by the end of the year with the first having been held in August.

Following the update one Committee Member asked which of the categories had not received many submissions. The Corporate Director responded that it was the Social Worker of the Year and the Apprentice of the Year categories.

RESOLVED: That the update be noted.

## **12. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY**

The Corporate Director informed the Committee that there were four members of staff who were on long term sick leave. Two of those cases had been extended for up to three months more. The Committee were told that the Member of staff from procurement had been discharged from hospital following major reconstructive surgery.

RESOLVED: That the update be noted.

## **13. CONSTITUTIONAL REVIEW: RECRUITMENT AND EMPLOYMENT PROCEDURES**

The Principal Solicitor gave a brief overview of the report on the Council's revised recruitment and employment procedures. The recommendation of the report was for the Committee to approve the changes and recommend the amendments to the Standards Committee and Council. The Committee were told that the review had been conducted by an external legal firm who had found a number of areas for improvement including; that the procedure be updated in line with legislation from 2015 and that the role of the Leader in deciding whether matters of concern are investigated be removed.

Following the overview Members were given the opportunity to ask questions. One Member asked for clarity regarding the amendment to the Leaders role. The Principal Solicitor explained that the change was only in relation to investigations following a dismissal which was designed to ensure that the process was independent.

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RESOLVED:

- 1) That the amendments to the Recruitment and Employment Procedures be agreed by the Committee.
- 2) That the Committee recommend the amendments to the Standard Committee and Council for approval and adoption.

The meeting commenced at 5.00 pm and finished at 5.26 pm



# Workforce Update

## November 2019

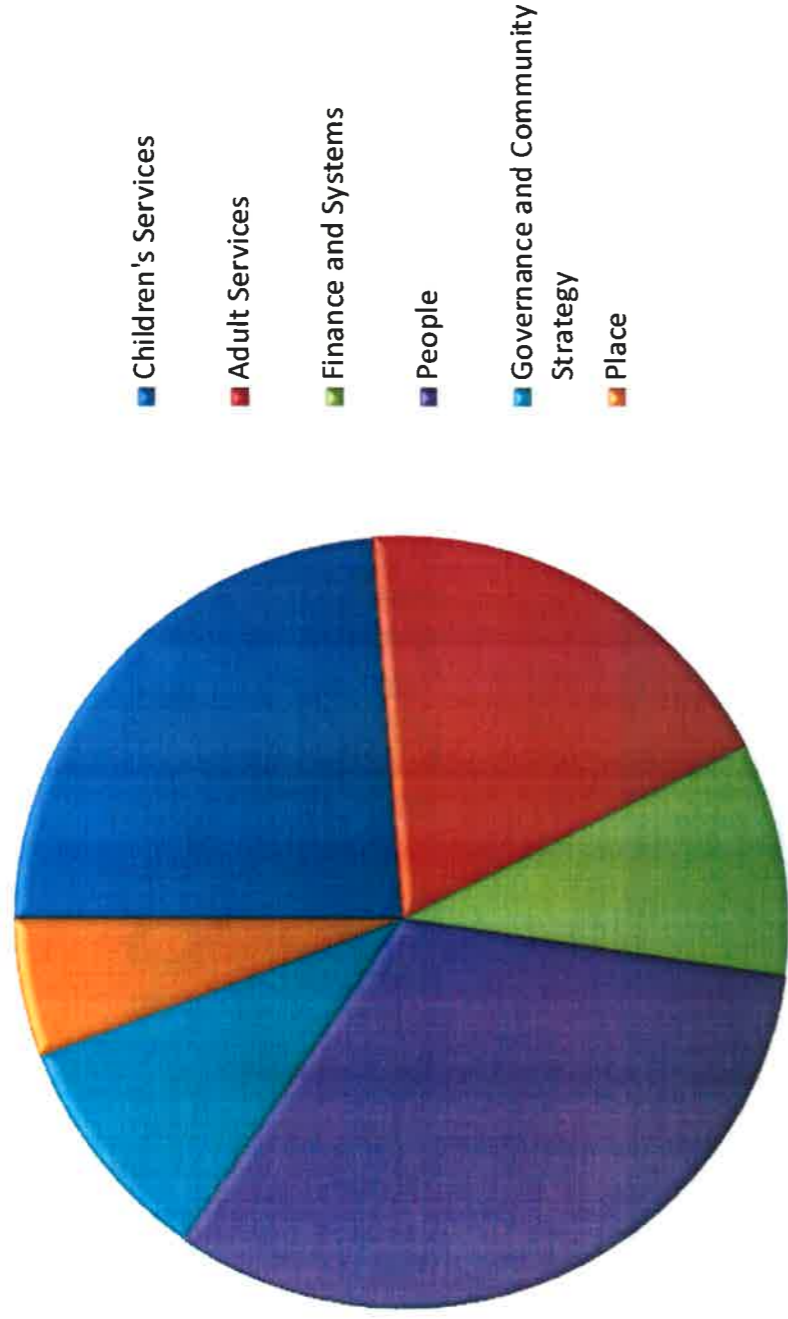


Five Ways  
to Wellbeing

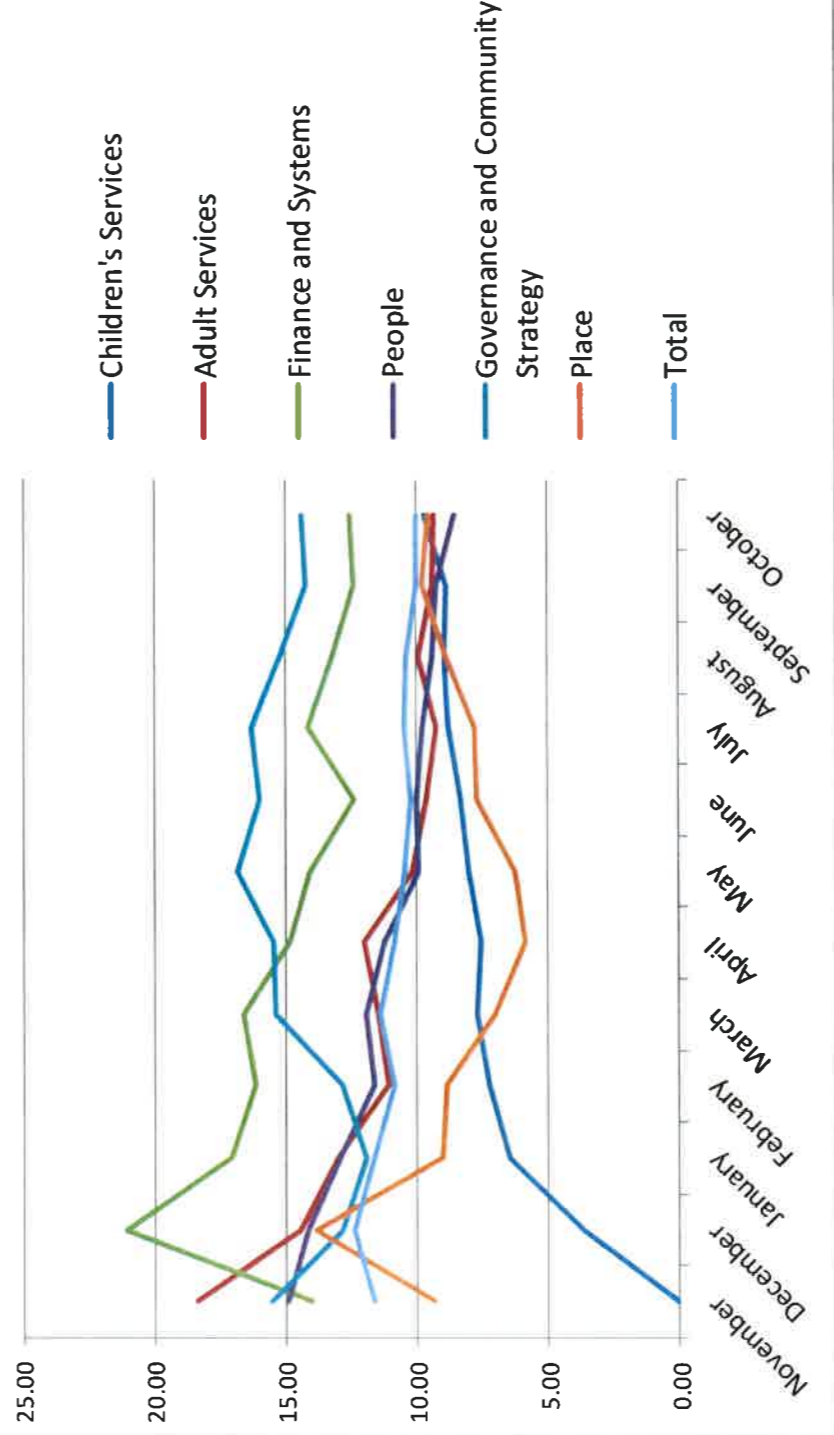




Headcount (in month)



Turnover (12 month projection)



There were 2543 post holders across the Council in October.

The number of staff leaving has decreased overall since a peak in March, and September saw only 15 staff leave which is the lowest number of leavers in a month for nearly two years, which is very encouraging. The summer months have seen a lower number of staff leaving than is normal over this period.

The reduction in leavers has led to a downward turnover trend, which is really positive. In October, the 12 month turnover figure was 9.96%. Turnover remains highest in Governance and Community Strategy at 14.38% and is lowest in People at 8.55%.

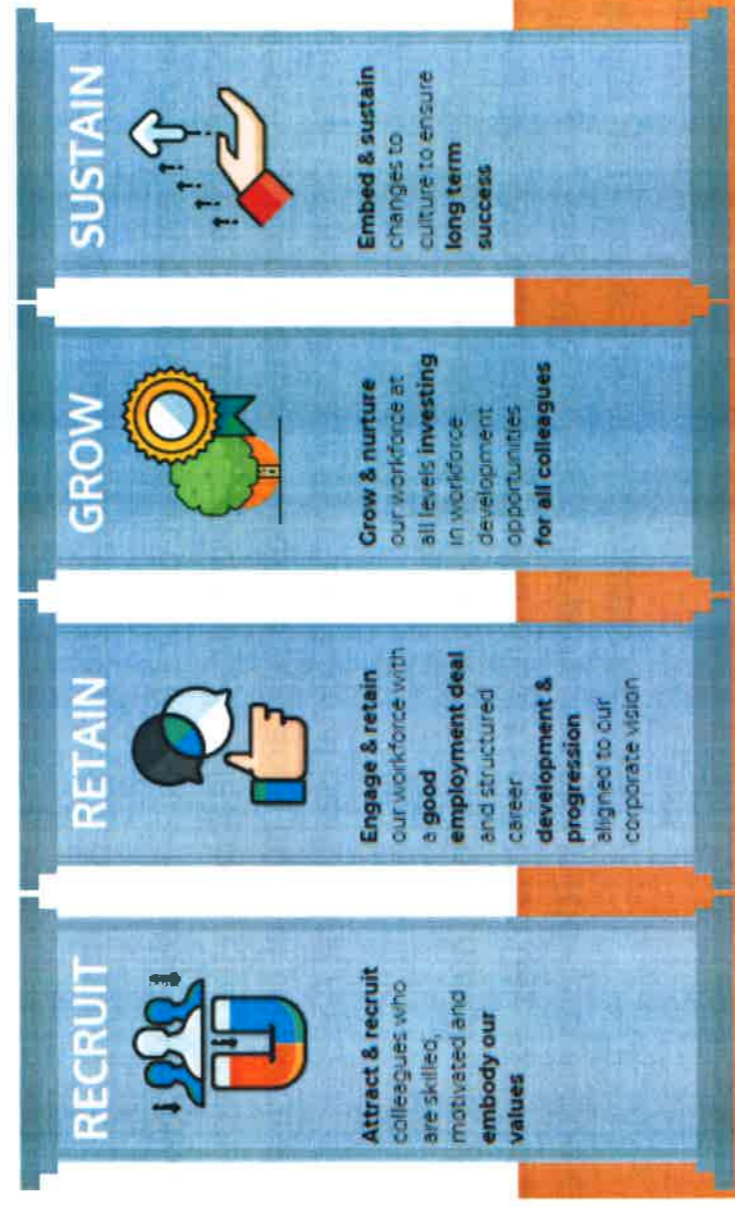




## WORKFORCE FOCUS

### People Strategy

We want to be an employer of choice and we are developing our people strategy for launching early in 2020 that is framed around 4 pillars of focus that show how the HR Service will enable the employee journey to be a really positive experience and one where we recruit and nurture talent, take care of ourselves and each other and provide the tools, skills and knowledge for everyone to be the best they can be.



The strategy has been informed and co-designed by a number of stakeholders including the trade unions, chairs of the staff network groups – BAME, disability, carers, LGBT+ and our change champions – our 30 EPIC Pioneers. It is underpinned by our EPIC values that were also co-designed with our workforce and we are now embedding them in everything we do, supported by a number of enabling people policies and initiatives.

### Employee Recognition Awards

In October we held a ceremony to recognise all staff who had received a nomination. We had a record number of nominations this year, which demonstrates how well embedded the awards are and the calibre of our staff. The awards evening was on 1st November 2019 and was a chance to celebrate the finalists and winners plus reflect back over the previous year.

### Gold Award Employer Recognition scheme

Trafford Council has won the country's top award for its work supporting members of the Armed Forces and their families. The Covenant Gold Award is the highest badge of honour for organisations which have signed the Covenant and given outstanding support to the brave servicemen and women who have served their country. A lot of the evidence required for the award is related to support for employees in the Armed Forces family and prospective employees.

### Engagement Survey

We undertook the B Heard, employee engagement survey mid October to early November using Best Companies, a market leader. This is a great opportunity to engage with staff across the Council at all levels to gauge how they feel about the Council across 8 factors: Leadership; My Company; Personal Growth; My Team; Wellbeing; Fair Deal; Giving Something Back, and; My Manager. We now have the results, which includes an overall engagement score and we will soon be communicating them internally, however we cannot communicate externally until February. The results at an organisational level and more local level will inform action plans so we can focus on areas to improve which will have the greatest impact.



# WORKFORCE FOCUS

## EPIC You Check in

We have redesigned our approach to PDRs – now called ‘EPIC You: Check in’ - they are a chance for the employee to sit down with their manager and have 1-1 conversations around celebrations, challenges, issues or concerns, progress against existing goals, any new goals to be added feedback on behaviours, personal development and agree action points. A number of drop in sessions and workshops have been held throughout November to support managers and staff to get the best from the new approach.

## How Are You? – Launch of Trafford Council and CCG Mental Health First Aid Network

On World Mental Health Day (10 October 2019), as part of our EPIC You – Employee Health and Wellbeing Strategy, we launched the Mental Health First Aid Network for all colleagues in the Council and the CCG. Mental Health First Aiders are trained volunteers from our workforce who are a point of contact if staff are experiencing a mental health issue or emotional distress. We have nineteen Mental Health First Aiders .

## Suicide Prevention

Suicide Prevention promotional campaign work by colleagues within Trafford Council and NHS Trafford CCG has taken place through September and into October including World Suicide Prevention Day 2019. As part of our EPIC You – Employee Health and Wellbeing Strategy, this included the provision of a suicide prevention e-learning package for all staff. Further mental wellbeing work being delivered currently includes:

- Mental Wellbeing E-learning courses for managers.
- The launch of a Trafford Council/CCG Mental Health First Aid Network to provide early intervention peer support for our workforce.

## World Menopause Day

On Friday 18 October we supported World Menopause Day with communications to raise awareness and provide guidance to colleagues for women who face health issues when approaching, during and beyond the menopause. The menopause is often not talked about publicly and a better understanding of the impact it has on the women experiencing it, their families and their workplace is really important for their wellbeing. We have information and guidance available for both staff and for managers on our intranet pages.

## World Climate Action Engagement Event

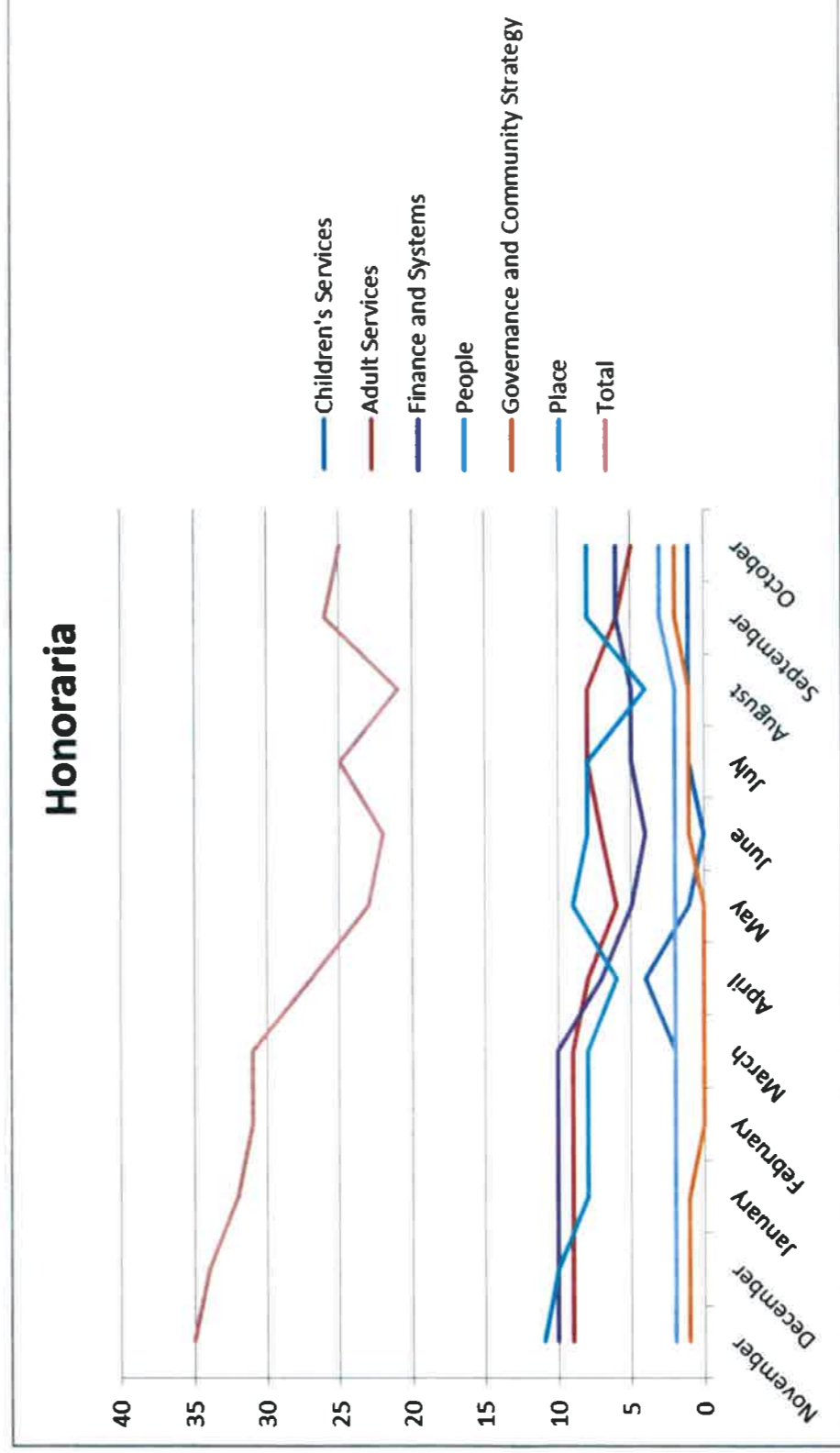
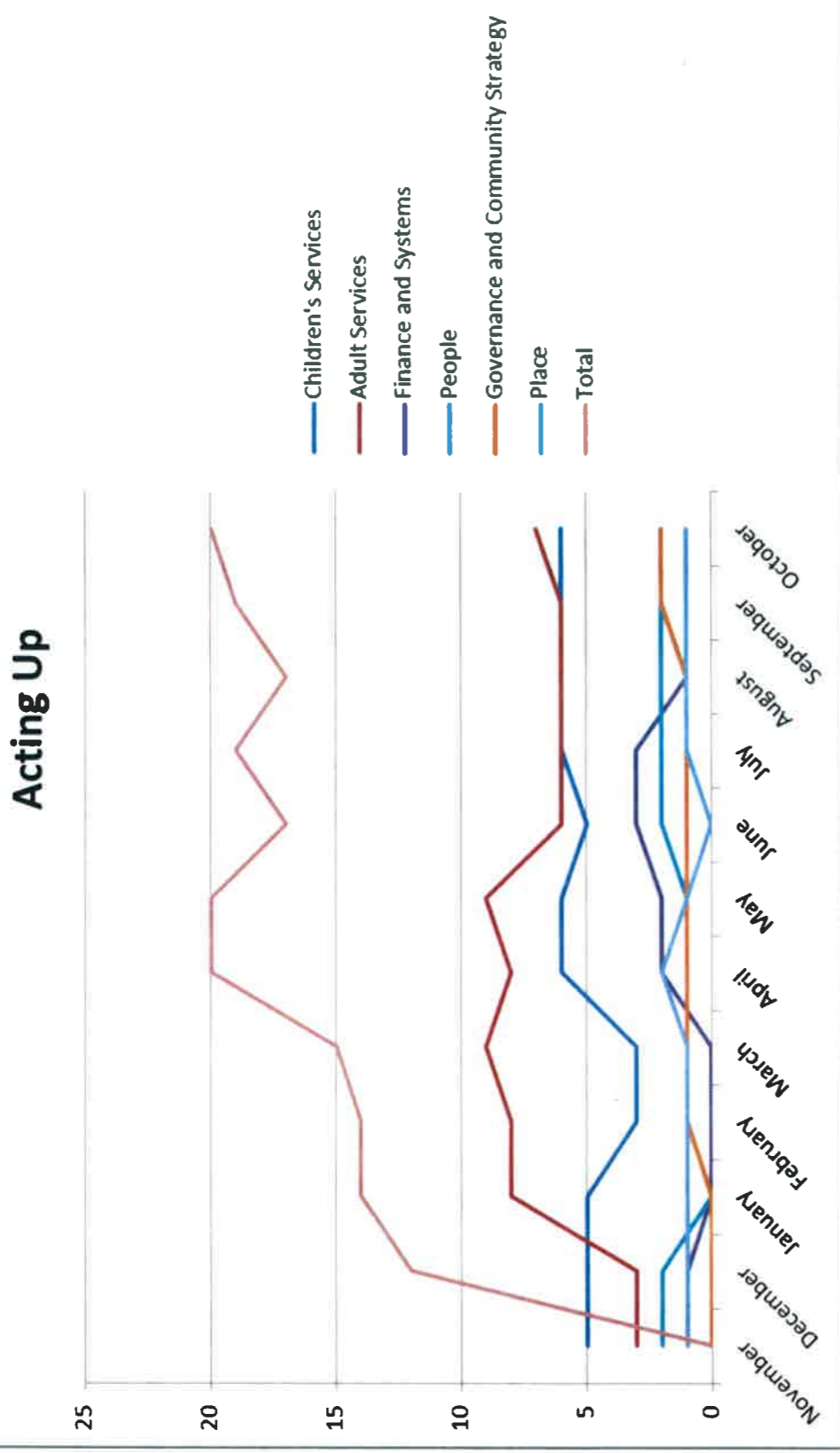
On Friday 20 September, to coincide with the global day of climate action calling on greater steps to tackle climate change, engagement activities were held at Trafford Town Hall for both employees and the public. These were to promote and support steps we can all take to make changes at home and work that will reduce our impact on the environment.

Colleagues from HR, Public Health, Environmental Health and Transport for Greater Manchester worked collaboratively to promote improved health and wellbeing and climate action through active travel, better air quality and energy efficiency. Activities included:

- An engagement stand outside TTH with a variety of information and advice
- A presentation in the TTH library on the practical steps you can take to reduce your carbon footprint.
- Free cycle servicing for employees to maintain their bike and keep it road ready

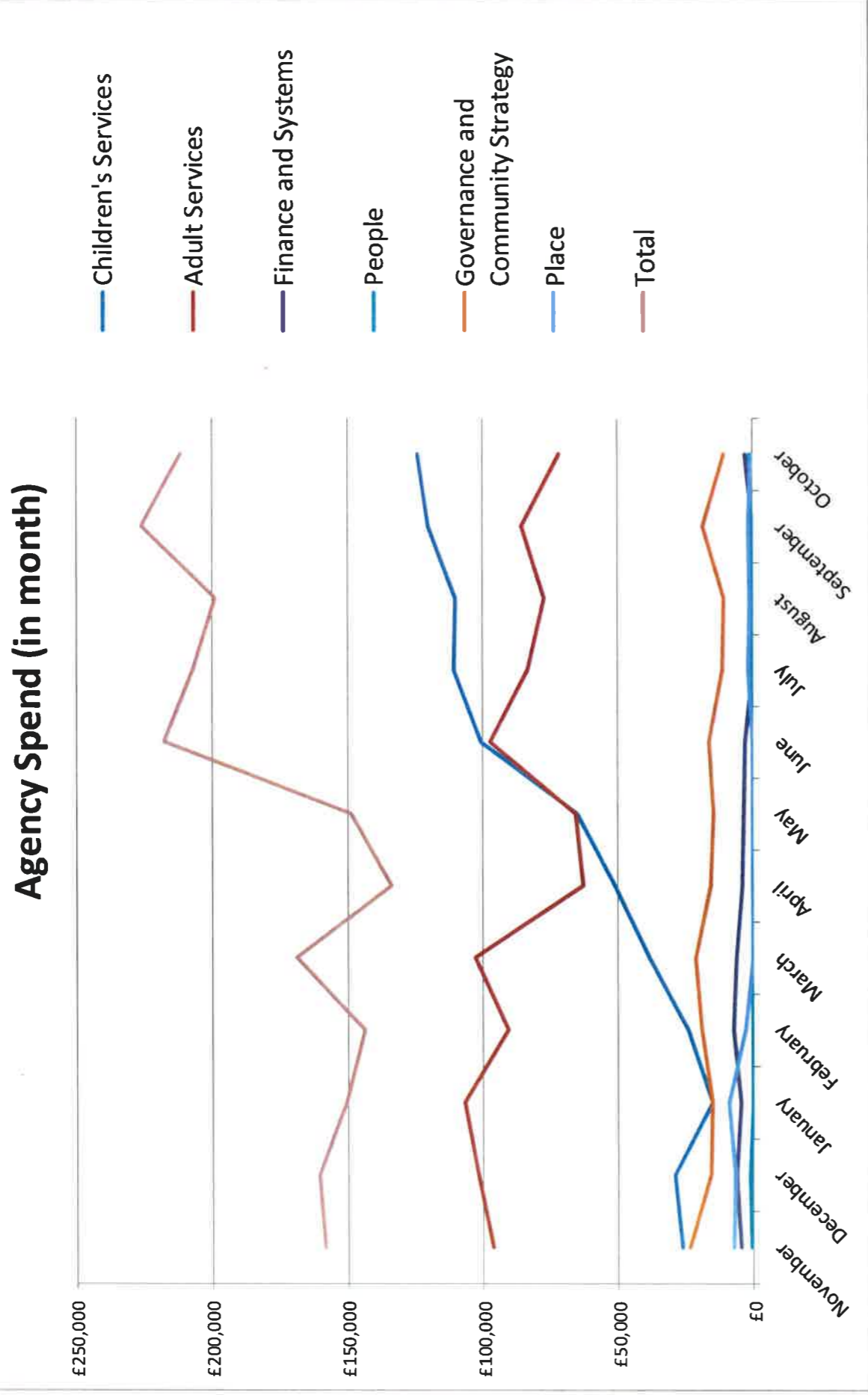


# RESOURCING



In both September and October there were a total of 45 acting up and honoraria arrangements in place, which was an increase on the combined figure in August.

Both acting up and honoraria provide staff with a great development opportunity and also fill gaps during organisational change. The arrangements are continually monitored to ensure that they are only undertaken for appropriate time periods.



Although there have been some monthly reductions in agency spend over recent months, it can be seen that there has been an overall upward trend over the last few months. Total spend in October was £211,420. Most directorates have experienced a downward trend except for Children's Services. A large proportion of their reliance on agency staff is due to the need to ensure we have acceptable levels of Social Worker staffing. Work continues to be progressed to reduce the need to use agency workers in these services.

Spend is from within existing budgets and continues to be monitored. The quarterly agency spend report gives more comprehensive information.



## New Apprenticeships (since April 2017)

Directorate	Target starts April 2017 onwards	New starts in month May 19	Conversions April 2017 onwards	Conversions in month May 19	Total	<u>Celebrating Success recipients</u>	
						This details those awarded from August to October.	
Children's Services	12	5	0	37	0	42	
Adults Services	11	0	0	33	1	34	
Commissioning	2	1	0	0	0	1	Children's Services 2
Finance & Systems	6	10	0	16	1	27	Adults Services 0
People	18	10	0	33	1	44	Commissioning 0
Governance & Community	5	5	0	2	1	8	Finance & Systems 1
Place	3	2	0	0	0	2	People 9
Schools	42	8	0	32	1	41	Governance & Community 15
<b>Total</b>	<b>99</b>	<b>41</b>	<b>0</b>	<b>153</b>	<b>5</b>	<b>199</b>	<b>Place 1</b>
							<b>Total 28</b>

## Apprenticeships by level

Level	No of Apprentices (incl. schools)	(April 2017 onwards)	Please note these figures include new apprenticeships and apprentice starts prior to the target being implemented in April 2017
2	40		
3	81		
4	29		
5	36		
6	8		
7	5		
<b>Total</b>	<b>199</b>		

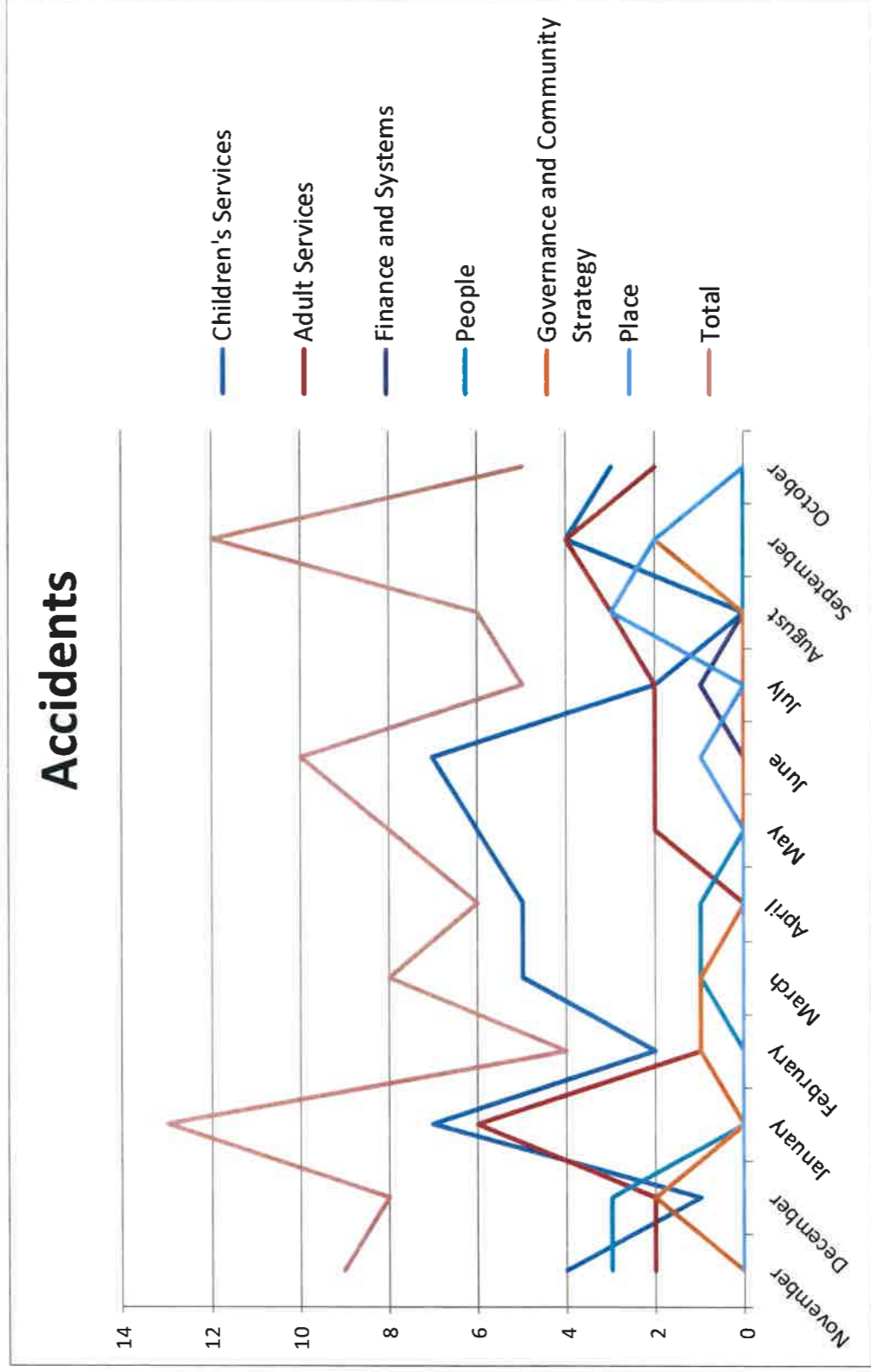
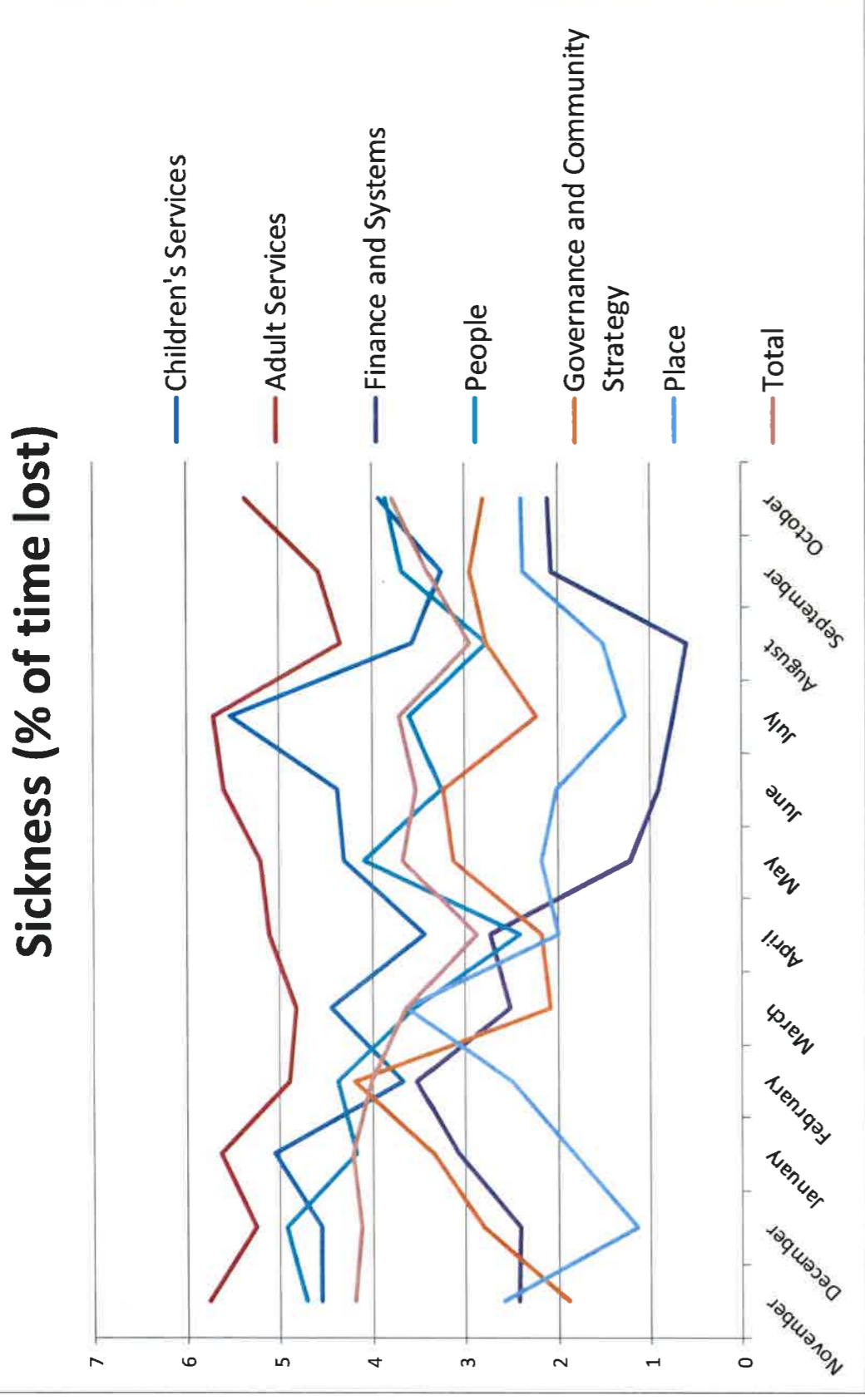


## **Apprenticeship activity**

October saw a number of colleagues starting new Apprenticeships. Nine colleagues enrolled on the Associate Project Management Level 4 apprenticeship AGMA cohort alongside colleagues from Tameside and Manchester. A further nine colleagues also started their Catering Apprenticeship in partnership with Trafford College. Our Trainee Accountant started their Level 7 apprenticeship qualification with CIPFA and our Trainee Procurement Officer enrolled to complete their CIPS apprenticeship.

To support the development of our UPSKILL programme we signed up to take part in the LGA Action Set for Workforce Development for Apprenticeships.





As it is now a year since the restructure where we moved from 3 directorates to 6, from October 2019 we are now reporting sickness as the percentage of time lost over a rolling 12 months, rather than the percentage of time lost in month. The figure in October 2019 is 3.77% and this breaks down to 2.67% for long term absence and 1.10% due to short-term absence. Sickness is highest in Adult Services at 5.36% and it is lowest in Finance and Systems at 2.10%.

The number of accidents has on the whole remained fairly stable over the last few months except for a spike in September which saw 12 accidents reported. Of these there were 4 in Children's and Adult's respectively and 2 in both Governance and Community Strategy and Place. In October the figure reduced to 5.



## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 9<sup>th</sup> December 2019  
**Report for:** Information  
**Report of:** Sara Saleh, Corporate Director of People

### Report Title

**Agency and Consultant Spend for Q2 - Period 1<sup>st</sup> July 2019 to 30<sup>th</sup> September 2019**

### Recommendations

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

Relationship to Policy Framework/Corporate Priorities	This report aligns with the council's Corporate Priorities in respect to 'Thriving places'.
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 - vacancies are subject to approval by the relevant Corporate Director with HR and Finance supporting information. This process has recently been streamlined to reduce timescales for the full recruitment process and to reduce the need for agency pending the permanent recruitment solution. 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.

- 1.2 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. In some cases due to the specialist nature of the work, consultants are required.
- 1.3 The breakdown of agency spend over Q2 of 2019/20 (July to September 2019) 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.
- 1.4 Appendix II provides information on the assignments that were still active as at 30<sup>th</sup> September 2019 and the average length of tenure.
- 1.5 From August 2019 the Commissioning and Adult Services directorates merged and so for this report, agency spend relating to Commissioning will be included with Adult Services. This is also the case for historical spend so fair comparisons can be made.

## **2. Directorate Overview**

### **2.1 Children and Families**

- 2.1.1 In Q2 2019/20, spend in Children and Families totalled £343,673 and as at 30<sup>th</sup> September 2019 there were a total of 27 active assignments across the Directorate. Spend through the Reed agency framework was £199,750 and off contract spend was £143,923. The spend has increased significantly as compared with Q1 2019/20 which was £216,823 and also with the corresponding period in 2018/19 (£134,626).
- 2.1.2 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.
- 2.1.3 88% of the spend is on interim qualified Social Worker roles and is split fairly evenly between our agency framework provider and off contract.
- 2.1.4 There continues to be a national shortage of suitably qualified and experienced children's social workers on the market and councils across Greater Manchester are all experiencing difficulties in recruiting. This issue has been

raised at GM level and work is underway to try to improve this position. In order to bolster the service, following the Ofsted inspection, additional Team Leader posts were added to the establishment and there is currently work being undertaken to review the position. The service is finalising a 3 year plan, which may result in additional posts being created in order to future-proof children's services. As well as this a recruitment and retention action plan has been developed looking into remuneration packages, recruitment campaign, on-boarding and other relevant areas to ensure that our offer is competitive.

2.1.5 We have met with our framework agency provider, Reed to discuss the difficulties they have encountered in meeting the high level of demand for social workers in Greater Manchester. As they have continued to be unable to meet our ongoing requirements we are still engaging social workers through other agencies in line with procurement rules. We need to do this to ensure that we meet our statutory requirements in order to keep children safe and that the service successfully delivers the Ofsted Improvement plan. The usage continues to be monitored.

2.1.6 We have in place different routes to 'grow our own' social workers which should help with resourcing in this area. We are supporting 3 Social Work apprentices who are undertaking the Social Work degree while working in substantive posts. They will qualify in June 2021. We also have the 'Frontline' initiative in place which means that we have 2 units of 4 postgraduate students who will qualify within 12 months.

## 2.2 Adult Services

2.2.1 In Q2 2019/20, spend in Adult Services totalled £246,621 and as at 30<sup>th</sup> September 2019 there were a total of 51 active assignments across the Directorate. This spend includes all commissioning agency staffing. This is a significant decrease as compared with Q2 2018/19 which was £305,908. However spend is a little higher than it was in the previous quarter (Q1, 2019/20) which was £226,422.

2.2.2 The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable 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.

2.2.3 64% of the spend is on interim qualified Social Worker roles. The next biggest spend is on Care Assistants at 32% where there is a high demand to cover the rotas at Ascot House. The service has been setting up a staff bank and the spend has reduced as compared to the previous quarter.

- 2.2.4 For the second quarter, there was no use of agency Support Workers which is further to Supported Living filling gaps in provision with casual staff. In October / November there have been 20 casual Support Assistants recruited between Ascot House and Care at Home.
- 2.2.5 The Adult Social Care team is currently undergoing a restructure to enable new and improved ways of working, primarily in the screening and assessment teams. The changes will likely have a positive impact on retention of social workers in Adult Social Care and enable more effective distribution of cases which will reduce the need for reliance on agency staff.
- 2.2.6 The Trafford Academy is underway and the first cohort of 3 Social Worker apprentices commenced this year and will qualify in June 2021. The aim is that every year a new cohort will commence and progress through the scheme. This means that we can train our own staff to this level, giving unqualified social care staff a pathway to grow and develop into qualified roles and remain in Trafford.
- 2.2.7 As part of the Trafford Academy work, staff are also being given development support which should improve retention.

### 2.3 Governance and Community Strategy

- 2.3.1 In Q2 2019/20, the total agency spend in Governance and Community Strategy equated to £40,451 and as at 30<sup>th</sup> September 2019, there were 6 active assignments. The spend has reduced both compared to Q2 2018/19 which was £54,552 and the previous period, Q1 2019/20 which was £46,166.
- 2.3.2 Agency spend in this Directorate is due to the need to bring in specialist skills. In the most recent quarter, the spend is predominantly in relation to Legal roles as there are continuing challenges attracting these roles - options continue to be explored.

### 2.4 Finance and Systems

- 2.4.1 In Q2 2019/20, in Finance and Systems there was no agency spend and as at 30<sup>th</sup> September 2019, there were no active assignments.

### 2.5 People

- 2.5.1 In Q2 2019/20, the total agency spend in People was £312 and as at 30<sup>th</sup> September 2019, there was 1 active assignment. This small level of spend was following no spend in Q1 2019/20 and spend in Quarter 2 2018/19 of £40,499. It was to bring in business support.

### 2.6 Place

2.6.1 In Q2 2019/20, the total agency spend in Place was £4,547 and as at 30<sup>th</sup> September 2019, there were 2 active assignments. Although there has been an increase on spend in Q1 2019/20 where there was no reliance on agency it is lower than in Q2 2018/19 was £10,090. The spend has been on a Licensing Assistant.

### 3. Summary Agency Spend Position

3.1 The total agency spend in Q2 2019/20 was £635,604. Without the off contract spend on Children’s Social Workers it was £491,681. This is a significant increase on the previous period, Q1 2019/20 when spend was £499,897. It is also higher than the figure for Q2 2018/19 which was £562,971. Agency spend has decreased across all directorates apart from Children’s Services.

### 4. Consultant Spend

4.1 The total spend in Q1 2019/20 was £177,146. The spend breaks down as follows.

Children and Families	Adult Services	Governance and Community Strategy	Finance and Systems	People	Place
£84,633	£0	£10,000	£0	£0	£92,513

4.2 This spend was a significant decrease as compared with Q1 which was £47,380 however it was an increase on Q2 in 2018/19 which was £75,380.

4.3 The spend in Children and Families relates to the interim Corporate Director – this post has now been appointed to so when the substantive post holder commences in January this should reduce. In Governance and Community Strategy it relates to a legal role. In Place it relates to One Trafford Response and the interim Development Director.

### 5. Conclusion

5.1 Agency and consultant spend will continue to be monitored on a regular basis and reports will be presented to Employment Committee, for information.

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

Appendix 1

**Trafford Council Agency Spend By Directorate Q2 - 2019/2020**

Monthly breakdown by Directorate (cost and number of active assignments)

Directorate	Active Assignments in month	Total Cost
<b>Jul-19</b>		
Children and Families	31	£64,261.33
Adult Services	43	£83,709.55
Governance & Community Strategy	5	£11,213.57
Place	1	£1,774.16
<b>Total</b>	<b>80</b>	<b>£160,958.61</b>
<b>Aug-19</b>		
Children and Families	29	£60,499.62
Adults Services	41	£77,338.38
Governance & Community Strategy	4	£10,613.16
Place	2	£1,063.76
<b>Total</b>	<b>76</b>	<b>£149,514.92</b>
<b>Sep-19</b>		
Children and Families	29	£74,989.4
Adults Services	41	£85,572.96
Governance and Community Strategy	6	£18,624.03
People	1	£312.48
Place	2	£1,709.32
<b>Total</b>	<b>79</b>	<b>£181,208.19</b>
<b>Grand Total</b>		<b>£491,681.72</b>

## Appendix 2

**Trafford Council Agency Tenure by Directorate**

Breakdown by Directorate showing full tenure of active assignments as at 30<sup>th</sup> September 2019

Directorate	Job Title	Average tenure of assignment	No. of active assignments
Children and Families	Childcare Worker	11mths 11days	1
	Customer Service Advisor (MARAT)	11mths 23days	1
	Personal Advisor	3mths 1day	1
	Residential Childcare Officer	5mths 19days	9
	Senior Business Support Officer	4mths 16days	1
	Social Worker Level 2	4mths 26days	5
	Social Worker Level 3	6mths 20days	6
	Social Worker level 3a	1yr 8mths 17days	1
	Team Leader	5mths 8days	2
Adults Services	Business Support Officer level 2 [Trafford]	26days	2
	Care Assistant - Residential Homes & Day Centres	1yr 4mths 8days	31
	Cleaner	8mths 10days	1
	Cook Manager	3mths 11days	5
	Customer Engagement Support Officer	1yr 1mth 9days	1
	Social Worker Level 3	9mths 28days	7
	Social Worker level 3a (Hospital/EDT)	7mths 29days	3
	Team Leader	6mths 12days	1
Governance & Community Strategy	Business Support Officer Level 2	2mths 22days	1
	Legal Executive	7mths 30days	1
	Solicitor	11mths 6days	3

	Performance Analyst	1mth 25days	1
People	Business Support Officer Level 2	3mths 21days	1
Place	Business Support Officer Level 2	2mths 4days	1
	Licencing Assistant	2mths 21days	1

*\*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.*



## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 9th December 2019  
**Report for:** Employment Committee  
**Report of:** Sara Saleh, Corporate Director of People

### Report Title

**Unsocial Hours Allowances Review**

### Summary

**A review of the Council's current unsocial hours allowances to check whether they are still fair and appropriate.**

### Recommendations

**To continue with the Council's current unsocial hours allowances structure, to monitor the position and bring forward proposals for review at an appropriate time.**

Contact person for access to background papers and further information:

Name: Angela Beadsworth, Head of Workforce & Core Strategy

Extension: 1291

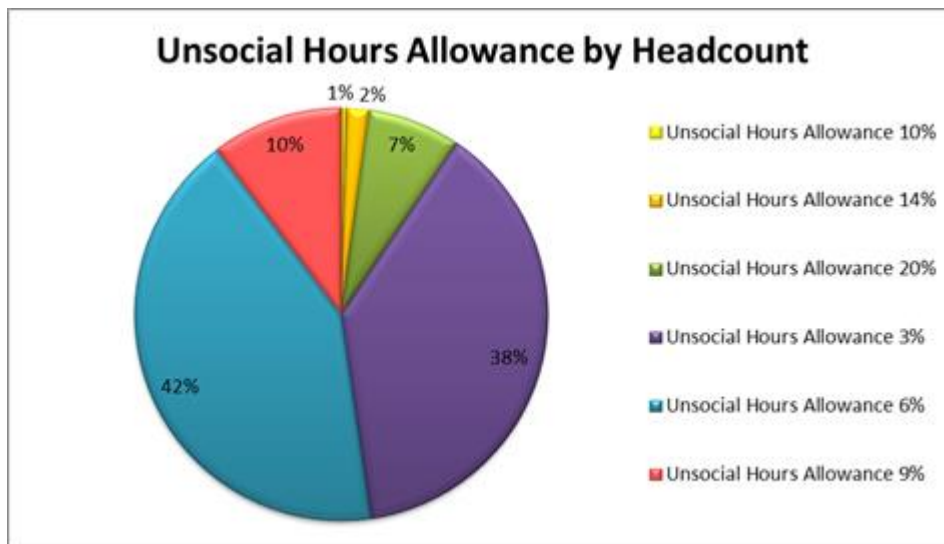
Relationship to Policy Framework/Corporate Priorities	This report aligns with the council's Corporate Priorities.
Financial	Maintains stability as at current position.
Legal Implications:	Compliant with legislation, including equal pay principles.
Equality/Diversity Implications	Not applicable
Sustainability Implications	Not applicable
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

## 1. Background

- 1.1 A review of our existing allowance payments was requested by the committee following a previous report presented on 25th March 2019 regarding a small change to the unsocial hours allowances payment detailed in para 1.2.
- 1.2 The report focused on some changes to the service model in the Supported Living Service, which provides accommodation for people with learning disabilities. The Committee agreed to an amendment to the wording that explains our unsocial hours allowances payments, to make them more flexible and to work better for the service. One of the percentage bandings (10%) was amended so that it now states '*More than 20% hours worked ad hoc/flexibly including weekends and evenings and nights*'. This change is working well for the service.
- 1.3 This decision led to a consideration by Employment Committee that it may be time to explore and review how we pay staff who work shifts during periods considered unsociable, i.e. evenings, nights and weekends. There has been the suggestion that as society has changed and with a move to 24/7 working being more common practice, this may impact on how we should now pay staff with such commitments.

## 2. Unsocial Hours Allowances – current position

- 2.1 Our unsocial hours payments were introduced along with our new pay structure and other allowances, after our job evaluation project and were collectively agreed at the time. The payments typically vary depending on when the work is carried out, with work undertaken out of normal office working hours, on evenings, nights, weekends or bank holidays. The enhancements vary between 3% and the maximum of 20% dependant on the level of commitment during unsocial hours. Full details of the allowances structure is presented at Appendix 1.
- 2.2 There are currently a total of 240 staff receiving an out of hours allowance enhancement payment across the following directorates: Children's Services; Adult Services; Governance and Community; Place. The majority are in Children's Services and Adult Services.
- 2.3 An overview of the percentages of staff receiving the enhancement payment is detailed in the chart below. Also detailed are the roles that attract the different levels of enhancement.



Posts within each of these allowances

Level of Allowance	Post Title	Number
Unsocial Hours Allowance 10%	Mayoral Assistant	1
	<b>Total</b>	<b>1</b>
Unsocial Hours Allowance 14%	Control Room Operator	1
	Support Worker	3
	<b>Total</b>	<b>4</b>
Unsocial Hours Allowance 20%	Emergency Duty Team Social Worker	4
	Night Care Assistant	6
	Support Worker Nights	7
	<b>Total</b>	<b>17</b>
Unsocial Hours Allowance 3%	Care At Home Manager	1
	Community Payback Coordinator	1
	Contact Officer	2
	Customer Service Advisor	39
	Customer Service Specialist	3
	Edge of Care Worker	9

	Enforcement Support Officer	1
	Family Contact Worker	10
	Local Studies Library Advisor	2
	Local Studies Specialist	1
	Project Worker	2
	Registrar	1
	Registration Assistant	1
	Registration Officer	4
	Senior Support Worker	1
	Social Care Team Leader	3
	Social Worker	2
	Superintendent Registrar	1
	Supported Living Manager	1
	Support Time & Recovery Worker	1
	Team Coordinator	1
	Team Leader	2
	<b>Total</b>	<b>89</b>
<b>Unsocial Hours Allowance 6%</b>	Care Assistant	13
	Casual RCCO	1
	Cook (Adults Social Care)	1
	Customer Service Advisor	1
	Deputy Manager	4
	Domestic Assistant	10
	Professional Foster Carer	1
	Residential Child Care Officer	16
	Residential Manager	1

	Senior Residential Child Care Officer	4
	Senior Support Worker	4
	Social Worker	1
	Support Time & Recovery Worker	1
	Support Worker	39
	Trainee Assistant Practitioner	1
	<b>Total</b>	<b>98</b>
<b>Unsocial Hours Allowance 9%</b>	Care Assistant (late shift)	8
	Senior Support Worker	1
	Support Worker	15
	<b>Total</b>	<b>24</b>

### 3. Benchmarking

3.1 A benchmarking exercise was carried out across a number of other Greater Manchester authorities and other public sector organisations to understand their approaches to remunerating staff who work during unsocial hours and the findings were as follows.

- It was identified that other councils' unsocial hours payments vary and can be either expressed as a cash sum or as an agreed percentage of basic pay which is similar to Trafford. Their unsocial hours payment structures are all very different.
- The evidence also identified that both private and public sector organisations continue to pay an additional remuneration for out of hours working, i.e. we have not yet moved to a position whereby there is no greater value placed on working evenings, nights, weekends.
- When looking at other public sector organisations including health, police and fire services, their unsocial hours payments are all slightly different, with some being more favourable and some less favourable as compared with ours. Ours are broadly in line with Greater Manchester Authorities.

### 4. Conclusion

- 4.1 Organisations within the Public sector are continuing to pay an unsocial hours payment in some form, though the approach varies between organisations and is locally determined.
- 4.2 All Greater Manchester councils or other public sector organisations who have jobs that work on a shift or rota over a 7 day period incorporate an additional payment. As stated, some may be more favourable and others less favourable than our rates.
- 4.3 Also to be considered is the fact that the locality plan for integrated health and social care services is at a fairly early stage. Health and Council staff are working more closely, however the ultimate business model and working patterns are yet to be determined. Until the changes are known we wouldn't want to alter our allowances at this point as this could make harmonious working more difficult.

## **5. Recommendations**

- 5.1 Taking into consideration the benchmarking undertaken with our public sector neighbours and an analysis of our current allowances structure, the recommendation is to maintain the existing arrangements as-is.
- 5.2 As we move further forward into an integrated health and social care model we may want to review our position on allowance payments in line with different working patterns that may emerge.
- 5.3 HR will continue to monitor the allowances position across GM and our wider public service neighbours to identify any substantial changes to out of hours allowances and whether this would mean that we need to relook at our provision.
- 5.4 Employment Committee is recommended to note and agree the content of this report.

## APPENDIX 1

### Rota pattern - allowances for working evening, weekend and/or nights

If you work unsocial hours on a rota basis then there are six levels of unsocial hours allowance payments. The criteria for each level are detailed in the table below.

Level	Criteria – Rota Pattern	% allowance on basic pay
1	a) 10 % of day shifts worked at weekends/bank holidays <b>OR</b> b) 100% day shifts worked includes an element of evening work (defined as working hours between 8pm and 10 pm)	3%
2	a) 10 % of day shifts worked at weekends/bank holidays AND 100% shifts worked includes an element of evening work (defined as working hours between 8pm and 10 pm) <b>OR</b> b) 20 % of day shifts worked weekends/bank holidays	6%
3	20 % of day shifts worked at weekends/bank holidays AND 100% day shifts worked includes an element of evening work (defined as working hours between 8pm and 10 pm)	9%
4	More than 20% hours worked ad hoc/flexibly including weekends and evenings and nights	10%
5	a) 50% shifts worked days, 50% shifts worked nights, including weekends and bank holidays <b>OR</b> b) Hours worked 100% at night, excluding weekends <b>OR</b> c) More than 50% of time at worked at weekends	14%
6	a) Hours worked 100% at night, including weekends <b>OR</b> b) Hours worked 100% across evenings, weekends and nights including at least 50% time at night	20%

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## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 9<sup>th</sup> December 2019  
**Report for:** Information  
**Report of:** Sara Saleh, Corporate Director of People

### Report Title

**To update the Employment Committee on the work undertaken to date to develop a People Strategy for 2020-2022.**

### Recommendations

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

Relationship to Policy Framework/Corporate Priorities	This report underpins and supports the council's Corporate Priorities.
Financial	None.
Legal Implications:	All employment strategies are legally compliant and all employment liability risks are mitigated.
Equality/Diversity Implications	We are aiming to be an exemplar Employer of Choice with a diverse workforce representative of our communities.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	The strategy will enable the workforce to achieve corporate priorities and outcomes and supports a number of enabling strategies.
Risk Management Implications	See Legal Implications section.
Health & Wellbeing Implications	None
Health and Safety Implications	None

Contact person for access to background papers and further information:

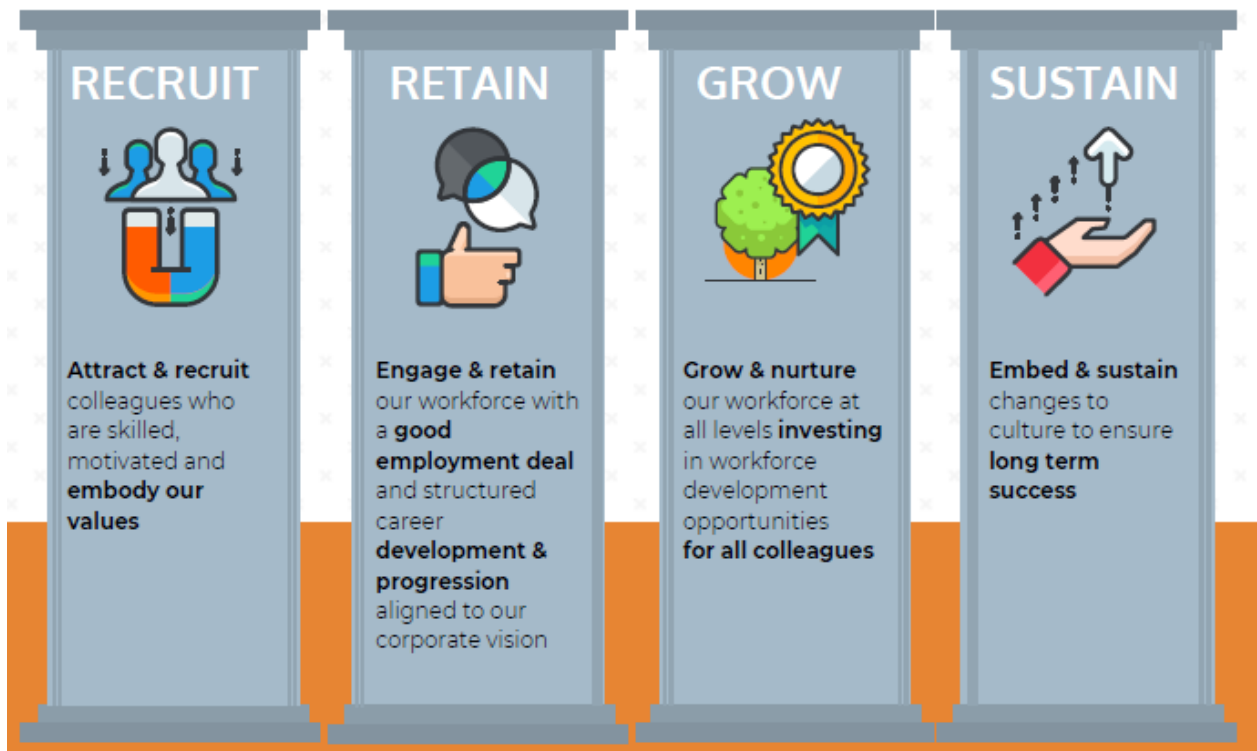
Name: Angela Beadsworth, Head of Workforce & Core Strategy

Extension: 1291

## **1. Background**

1.1 Our people are our greatest asset. It's important that we have a framework that outlines how we will attract, retain, upskill and nurture colleagues who are highly skilled, motivated and embody our values, sharing our passion to make Trafford the best place to live, work, relax and visit. The People Strategy is directly aligned with the Corporate Plan connecting with our people throughout the employment journey lifecycle.

1.2 Our people strategy framework is framed around 4 pillars that show how the HR Service will enable the employee journey to be a really positive experience and one where we recruit and nurture talent, take care of ourselves and each other and provide the tools for everyone to be the best they can be. Working collaboratively with our partners, we will also ensure that we recognise and reflect our diverse communities by aspiring to have an inclusive workforce that supports our ambition to be an exemplar employer of choice.



1.3 The strategy has aligned the seven characteristics of the GM Good Employment Charter and within each pillar, there are a range of commitments and measures that outline how the HR service will support and enable the council to achieve our aspirations to be an exemplar employer of choice and enable the achievement of our corporate priorities.

## 2. People Strategy Development

2.1 The strategy has been informed and co-designed by a number of stakeholders including the trade unions, chairs of the staff network groups – BAME, disability, carers, LGBT+ and our change champions – our 28 EPIC Pioneers.

2.2 It is underpinned by our EPIC values that were also co-designed with our workforce with 285 colleagues inputting. We are now embedding them in everything we do. Supported by a behaviour framework, which are a set of behaviours aligned to each of our values that outlines what “good” looks like if we are truly embracing and living our values.

# Our Values are EPIC

## We COLLABORATE

We build relationships, collaborate; treat people as equal partners and work together to make things happen.

We take ownership of our actions and decisions and recognise that achieving our priorities is a shared responsibility.

We share our skills, knowledge, experience and insights openly to achieve the best possible outcomes.

## We are INCLUSIVE

We are committed to creating an environment that values and respects the diversity and richness that differences bring.

## We EMPOWER

We inspire and trust our people to deliver the best outcomes for our customers, communities and colleagues.

We encourage each other to grow, learn and work independently so that we can create and innovate to get the best possible outcomes. We will embrace a learning culture.

## We are PEOPLE CENTRED

We value all people, within and external to the organisation and give those around us respect.

We will act with honesty and integrity in all that we do, and create an environment that enables everyone we work with to thrive and succeed.



2.3 We want every colleague who works for Trafford to champion and embed our values and the associated behaviours into their day to day work. This way we can all make a difference and contribute to ensuring that Trafford is an “Epic” Place to work and has a supportive culture that enables us to achieve our corporate priorities.

### 3. Making it Happen

3.1 To embed our values based culture, we have also developed a range of enabling strategies and activities as follows:

#### ➤ Values based recruitment

Recruiting the right people who reflect our values is essential for delivering our corporate priorities and we have developed a training offer that supports managers to make good recruitment decisions. Our approach to attraction and recruitment will support our ambitions for a more inclusive workforce and one that embraces our values.

#### ➤ Total Rewards package

Our total rewards package includes competitive salaries, a great pension and supports work life balance with a range of family friendly employment policies and

benefits. It provides secure work aligned to the GM Employment Charter and supports our employees to progress within a range of career development pathways from entry level and apprenticeships through to professional and specialist practitioner level.

➤ **Health and Well Being Strategy**

We have refreshed the health and wellbeing strategy working in collaboration with public health colleagues, the trade unions and colleagues across the Council. It will encourage and enable colleagues to lead healthy lives and is framed around 4 key themes:

- Healthy Lifestyles
- Mental Wellbeing
- Musculoskeletal Health
- Occupational Health and Safety Support

A calendar of health & well-being support events is in place, our agile working arrangements are being fully utilised and we have a strengthened focus on employee well-being as an integral part of our workforce commitments.

**Mental health First Aiders**

We have recruited 19 employees and trained them to undertake this very important role that support employees who may need a friendly chat or advice and can signpost employees to professional services where they can seek help if they are experiencing emotional or mental distress.

➤ **Let's Talk**

We have held a number of engagement sessions led by the Chief Executive, the Leader and/or Deputy and the Corporate Leadership Team with our managers and with staff to provide them with information on some of the strategically important priorities so that they can help shape how we take these forward. Held at locations across Trafford, the feedback from the sessions has been instrumental in contributing to the development of the people strategy.

➤ **Bheard**

We have recently conducted an employee survey hosted by Best Companies where employees have been asked to complete a questionnaire that is completely confidential and will assist us to focus areas of priority. We are currently reviewing the feedback and will be communicating some of the high level outputs to our workforce in December.

➤ **EPIC Pioneers**

We have recruited a team of 28 EPIC Pioneers from across Directorates who are passionate about embedding our values and helping us to be a soundboard for all people development initiatives. They have been involved in a number of supporting activities, including pop up promotional events, development workshops – some have held their own sessions with staff to obtain feedback and are great ambassadors for change.

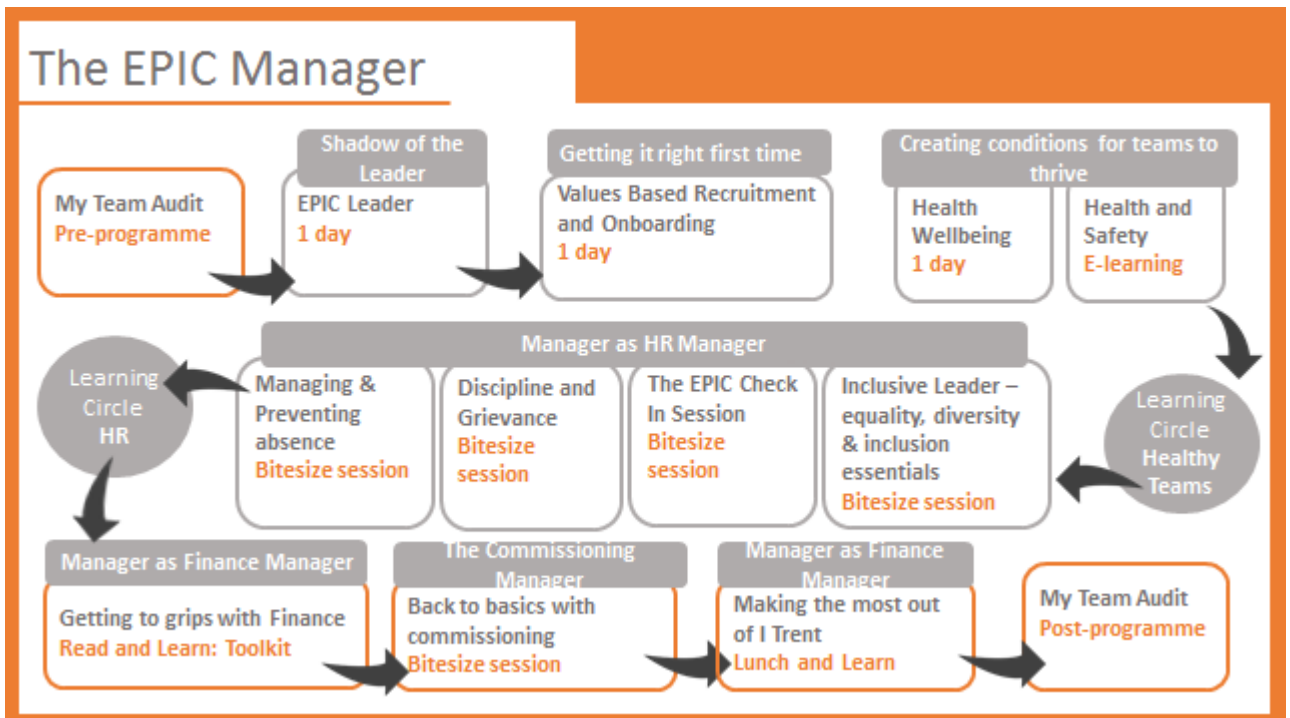
➤ **EPIC YOU I Check In**

We have redesigned our approach to appraisals and 1-1s so that there are regular and ongoing conversations with managers and their employees that allows the opportunity and time away to reflect on how our employees are getting on at Trafford, review personal performance, discuss any support needed and focus on the outcomes they want to achieve.

We have provided a toolkit and training to support managers and colleagues make the most out of their check in conversations.

➤ **EPIC Manager**

We have designed a learning offer for our managers so that they can be great People Managers, currently piloting the sessions and will roll out the offer in the New Year.



4. **HR Service Delivery Model**

- 4.1 To embed and drive cultural change across the council, equipping our colleagues to be ready for and engage in the change process, the HR Service has redesigned its operating model and strengthened its capacity.
- 4.2 The focus for 2020 will be on equipping the team with skills, knowledge and experience to be resilient, responsive and deliver excellent customer service, launching the People Strategy and embedding the new ways of working, supporting managers and staff to be EPIC.

### HR Service Delivery Model



4.3. The HR Service will work in strategic partnership as true business enablers with our client managers and partners to deliver our people priorities. Working in partnership with our Greater Manchester Shared Service colleagues, we will provide timely advice and guidance on all people matters ensuring that we meet our clients' needs by adopting a people centred and solution focussed approach.

4.4 We will continuously enhance our people systems and processes and use people metrics to support informed decision making and priorities of focus for our client directorates and for the service.

4.5 We will role model our values and behaviours and actively promote an inclusive and enabling culture so that our colleagues can be the best they can be and continue to embed a culture of fairness, inclusivity, openness and transparency across our workforce and in all of our relationships with our people and partners.

## 5. Recommendation

5.1 The committee are requested to note the work that the HR Service has done to date to support the workforce to be the best it can be through the development of the people strategy and delivery of supporting initiatives.