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TRAFFORD
COUNCIL

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 2 March 2020

Time: 5.00 p.m.

**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 Follow
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 9 December 2019.		
3. QUESTIONS FROM THE PUBLIC		
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 the remit of the Committee and will be submitted at the meeting in the order in which they were received.		
4. PAY POLICY STATEMENT		1 - 12
To receive a report from the Corporate Director of People.		
5. AGENCY SPEND Q3		13 - 22
To receive a report from the Corporate Director of People.		
6. WORKFORCE UPDATE		23 - 34
To receive an update from the Corporate Director of People.		

7. **QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY** Verbal Report
To consider a verbal report from the Corporate Director of People.
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.
9. **EXCLUSION RESOLUTION (REMAINING ITEMS)**
Motion (Which may be amended as Members think fit):

That the public be excluded from this meeting during consideration of the remaining items on the agenda, because of the likelihood of disclosure of “exempt information” which falls within one or more descriptive category or categories of the Local Government Act 1972, Schedule 12A, as amended by The Local Government (Access to Information) (Variation) Order 2006, and specified on the agenda item or report relating to each such item respectively.
10. **REALIGNMENT OF CORPORATE LEADERSHIP PORTFOLIOS** To Follow
FOLLOWING THE STRATEGIC SERVICES REVIEW AND PROPOSALS
FOR THE RETIREMENT OF THE CORPORATE DIRECTOR OF FINANCE
AND SYSTEMS

To consider a report from the Corporate Director of People.

Note the content of this update is expected to contain exempt information as defined by Local Government Act 1972, Schedule 12A, Paragraph 4 as amended by The Local Government (Access to Information) (Variation) Order 2006, and is therefore not for publication.

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:

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Employment Committee - Monday, 2 March 2020

This agenda was issued on **Friday, 21 February 2020** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 2nd March 2020
Report for: Approval
Report of: Sara Saleh, Corporate Director of People

Report Title

Trafford Council's Pay Policy Statement 2020/21

Summary

This paper provides Council with information relating to Trafford's pay policy for 2020/21 in line with the requirements for the Localism Act 2011.

Recommendations

To note and approve the 2020/21 Pay Policy statement as set out in the attached report and recommend any amendments for approval at full Council on 18th March 2020.

Contact person for access to background papers and further information:

Name: Kate Sturman
Extension: 2148

Background Papers:

The Code of Recommended Practice for Local Authorities on Data Transparency - Department for Communities and Local Government.

Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011 – Department for Communities and Local Government.

Local Government Transparency Code 2015.

Relationship to Policy Framework/Corporate Priorities	The information provided within the report aligns with the council's Corporate Priorities in respect to 'Thriving places'.
Financial	The report information ensures that we comply with financial regulations in respect of data transparency and accounts and audit regulations.
Legal Implications:	Compliance with all relevant employment legislation is a critical and a key component of this strategy to ensure that our legal governance

	structure is robust and can defend employment claims should the need arise.
Equality/Diversity Implications	The pay policy will ensure that we remunerate our employees fairly and with due respect to all equality policies and strategies.
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

The Pay Policy Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011.

The requirements of the Localism Act in respect of transparency about senior pay builds on the Accounts and Audit Regulations 2015 with which the Council is also compliant; published details of the Council's remuneration of its Chief Executive and Corporate Directors can be found on the Council's public website.

The Pay Policy Statement articulates the Council's own policies towards a range of issues relating to the pay of its workforce, in particular its senior staff (Chief Officers, as defined by the Local Government and Housing Act 1989) and to its lowest paid employees. The purpose of the Pay Policy Statement is to increase accountability in relation to pay.

As specified in the Act, this requirement does not extend to schools and this Statement does not therefore include school based employees.

The statement also incorporates the Council's Gender Pay Gap information as the Council is now required to publish this on an annual basis under the GPG reporting requirements.

In summary, the Pay Policy Statement identifies:

- ❖ The method by which salaries and severance payment are determined;
- ❖ The detail and level of remuneration of the Council's most senior managers i.e. Chief Executive, Corporate Leadership Team, Service Directors;
- ❖ The committee responsible for ensuring that the Pay Policy Statement is applied consistently, the Employment Committee, which has delegated powers in relation to senior manager employment;
- ❖ The detail and level of remuneration for the lowest level of post/employee;
- ❖ The ratio of pay of the top earner and that of the median earner.

2. Recommendation

Employment Committee is recommended to note and approve the 2020/21 Pay Policy statement as detailed below and recommend any amendments for approval at full Council on 18th March 2020.

TRAFFORD PAY POLICY STATEMENT 2020/21

1. Introduction

- 1.1 The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to the Council's approach to setting pay.
- 1.2 The Pay Policy Statement has been approved by Council and is publicised on the Council's website in accordance with the requirements of the Localism Act 2011.
- 1.3 The Pay Policy Statement identifies:
- The methods by which salaries of all employees are determined;
 - The detail and level of remuneration of its most senior staff i.e. Head of Paid Service, 'Chief Officers', the Monitoring Officer, and Deputy Chief Officers as defined by the relevant legislation;
 - The remuneration of its lowest paid employees;
 - The relationship between the remuneration levels of the most senior employees and that of other employees;
 - The Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and making recommendations on any amendments to Full Council.
- 1.3 Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review as a minimum on an annual basis.

2. Scope

- 2.1 The Council's Pay Policy Statement relates to employees of Trafford Council whose remuneration, including rate of pay and terms and conditions are determined by and within the control of the authority. It does not apply to the following.
- All employees working in schools.
 - Employees on secondment where their rates of pay or terms and conditions are not set by the authority.
 - Individuals employed by a third party contracted to work for the authority, i.e. agency workers.
 - Individuals employed through the authority on behalf of a third party where their rates of pay or terms and conditions are not set by the authority.
 - Volunteers or work experience placements.

3. Legislation Relevant to Pay and Remuneration

- 3.1. In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the National Minimum Wage (Amendment) Regulations 2018, Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations.
- 3.2 The Council ensures there is no discrimination within its pay structures and that all pay differentials can be objectively justified through the use of NJC and Hay job evaluation mechanisms, which directly establish the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.

4. Accountability and Decision Making

- 4.1 In accordance with the Constitution of the Council, the Employment Committee is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.
- 4.2 Decisions relating to salary packages for new posts above £100k are subject to full Council approval. In addition, any severance arrangements agreed in line with the relevant policies that exceed £100k are subject to full Council approval.

5. Context

- 5.1 Trafford Council serves local residents, with bold ambitions, re-thinking the traditional problems faced by local authorities to respond positively to the challenges faced. The Council serves a population of 234,673 (ONS population estimates 2016). The Council's Corporate Plan for 2018 to 2022 details the vision and outlines 7 corporate priorities which are key to the delivery of that vision.
- 5.2 As at January 2020 the Council had an employee headcount of 2471, covering 2552 posts across our 6 directorates. With 52% of posts being part-time and 48% of posts being full-time, the full time equivalent (FTE) employee figure is was 1937.

6. Pay Structure

- 6.1 The Council's pay strategy must be one of balance between securing and retaining high-quality employees whilst maintaining pay equality and avoiding excessive pay rates.
- 6.2 The Council uses the nationally negotiated pay spine(s) (i.e. a defined list of salary points) as the basis for its local pay structure, which determines

the salaries of the large majority of its (non-teaching) workforce together with the use of locally determined rates where these do not apply.

- 6.3 All other pay-related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time further to collective bargaining.
- 6.4. In determining its grading structure and setting remuneration levels for any posts, which fall outside its scope, the Council takes account of the need to ensure value for money in respect of the use of public expenditure. However this has to be balanced against the need to recruit and retain employees who are able to provide high quality services to the community, delivered effectively and efficiently and at times at which those services are required.
- 6.5 New appointments will normally be made at the minimum of the relevant pay scale for the grade, although from time to time it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate.
- 6.6 To meet specific operational requirements, it may be necessary for an individual to temporarily take on extra duties, which are in addition to their normal role. The Council's arrangements for authorising any additional remuneration relating to temporary additional duties are set out in the Acting-up and Additional Responsibility Payments Policy.
- 6.7 Any temporary supplement to the salary scale for the grade is approved in accordance with the Council's Market Supplement Policy.

7. Senior Management Pay Arrangements

- 7.1 For the purposes of this statement, senior management means 'Chief Officers' as defined within the Localism Act. The posts falling within the statutory definition are set out in the data published for the Local Government Transparency Code 2015 and the Accounts and Audit Regulations 2015. Within the Council Chief Officers are those on grades SM2 and SM3.
- 7.2 The Chief Executive and Chief Officers receive minimal additions to salary. The Chief Executive and Chief Officers who act as Returning Officer and Deputy Returning Officers receive fees for local and other elections as they arise from time to time. The level of these fees depends on the type of election. These are published annually in the Council's annual Statement of Accounts.

- 7.3 The Chief Officer car allowance scheme was deleted as part of the 2014/15 budget proposals along with the general essential car user scheme which was replaced by a critical car user scheme. The Chief Executive and Chief Officers do not qualify for the scheme and so do not receive critical car user allowance.
- 7.4 The Council does not pay performance related pay to Senior Managers or any other employee group.
- 7.5 The Council does not pay bonuses to Senior Managers or any other employee group.
- 7.6 We will continue to consider how we can introduce more transparent performance arrangements at a senior management level. Salary progression within the range is linked to attainment of pre-determined objectives and targets as set out in the appraisal process.
- 7.7 An organisation chart covering staff in the top three levels of the organisation provides information on the senior salary pay structure for the Council. This is produced in line with the requirements of the Transparency Code 2015.

8. Recruitment of Chief Officers

- 8.1 The Council's policy and procedures with regard to recruitment of Chief Officers is set out within the Council constitution Part 4 Officer Employment procedure rules.
- 8.2 When recruiting to all posts, the Council will take full and proper account of all provisions of relevant employment law and its own Equality, Recruitment and Redeployment Policies as approved by Council.
- 8.3 Decisions relating to the remuneration of any newly appointed Chief Officer will be in accordance with relevant job evaluation methodology, market factors and recruitment policies in place at the time. For new posts, with recommended salary packages in excess of £100k, approval of Full Council is required.
- 8.4 Where the Council is unable to recruit Chief Officer posts, or there is a need for interim support to provide cover for a substantive Chief Officer post, the Council will, where necessary, consider engaging individuals under a 'contract for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money benefits, from competition, in securing the relevant service.
- 8.5 It should be noted that when these engagements are established, the Council is not required to make either pension or national insurance contributions for such individuals.

8.6 The Council has had 2 interim appointments in place at Chief Officer level throughout 2019/20. One was to cover the statutory role of Director of Children's Services (DCS) – this role has now been appointed to on a permanent basis. The other has been to cover the Director of Development post which is critical to the Council's financial plan and investment strategy. The current resourcing position is being reviewed and a permanent solution is being progressed.

9. Re-employment / Re-engagement of former Chief Officers

9.1 The Organisational Change Framework sets out the arrangements and restrictions by which Chief Officers are re-employed or re-engaged on a contract for services following termination of employment.

9.2 The repayment of public sector exit payments once confirmed will determine our revised approach to the re-engagement of Chief Officers.

10. Pension Contributions

10.1 Where employees have exercised their statutory right to become members of the Local Government Pension Scheme, the Council is required to make a contribution to the scheme representing a percentage of the pensionable remuneration due under the contract of employment of that employee.

10.2 The rate of contribution is set by Actuaries advising the Greater Manchester Pension Fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The current rate is set at 20.4%.

11. Payments on Termination

11.1 The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 [and if appropriate] Regulation 12 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.

11.2 Any current payments falling outside of these provisions or the relevant periods of notice within the contract of employment shall be subject to a formal decision made by the Employment Committee. Payments on termination in relation to the policy set out above that exceed £100k are subject to approval of Full Council.

11.3 The proposed 'Public Sector Exit Payments (Limitation) Bill 2017-19 has been delayed and timescales for likely implementation are still unclear. Consultation was held between April and July 2019. The bill proposes to cap public sector exit payments and to enforce the repayment of public sector payments in certain

circumstances where an individual returns to the public sector. The cap for exit payments is currently proposed at £95,000 on the total value of exit payments made and applies in the case of any exit where a severance payment is made by a public sector employer (excluding ill health). Payments include those made to the pension scheme in order for an unreduced pension to be paid.

- 11.4 The Council will fully comply with changes to legislation in relation to remuneration and exit payment requirements should legislation change.

12. Lowest Paid Employees

- 12.1 The lowest paid employees employed under a contract of employment with the Council are employed on full time [36.25 hours] equivalent salaries in accordance with the minimum spinal column point (scp) currently in use within the Council's grading structure.
- 12.2 At the time of writing this report, the NJC pay award for 2020/21 has yet to be agreed and so prior to the pay award being applied, as at 1st April 2020, the lowest entry level spinal column point is equivalent to £17,364 per annum. This is an hourly rate of £9.19.
- 12.3 We track the current national and local initiatives regarding low paid staff, benchmarking with our regional counterparts to ensure pay parity. The Real Living Wage, is a minimum hourly rate based on the real cost of living and is currently at £9.30 and will rise again in November 2020. After the Council's NJC pay award is applied and back-dated to 1st April 2020 it is anticipated that the minimum hourly rate will be above the Real Living Wage.
- 12.4 The Council employs Apprentices who receive the National Living Wage, which is based on age. The National Living Wage rates by age are detailed below.

National Living Wage rates 2020

Age	25 plus	21 to 24	18 to 20	Under 18	Apprentice (under 19 or in first year)
Hourly rate	£8.72	£8.20	£6.45	£4.55	£4.15

13. Pay Ratio

- 13.1 The following information is provided to assist with understanding the ratio calculation;

The Chief Executive Salary level used for comparative purposes is £165,000

- The lowest paid Council job has a maximum salary level of £17,323
- The Median (middle) of the salary range is £23,836

- 13.2 The ratio of pay of the top earner i.e. Chief Executive and that of the median earner is 1 to 6.92 and is within the 1:20 ratio recommended by the Hutton Review. In other words for every £1 earned by the median earner the Chief Executive earns £6.92.
- 13.3 The ratio between the lowest paid employee and average Chief Officer is 1:5.71 so for every £1 earned for the lowest paid member of staff the Chief Officer earns £5.71.
- 13.4 It is positive to see that the ratios have reduced as compared with last year, which is due to the fact that the pay award in April 2019 saw significant uplifts for staff on our lowest scale points.
- 13.5 As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmarking information as appropriate. In addition, upon the annual review of this statement, it will also monitor any changes in the relevant 'pay multiples' and benchmark against other comparable Local Authorities.

14. Equality and Inclusion

- 14.1 Chief Officers are responsible for ensuring that they operate within the Council's Equality & Diversity in Employment Policy to provide equality of opportunity for all employees.
- 14.2 The Council is committed to ensuring that no-one is discriminated against, disadvantaged or given preference, through membership of any particular group, particularly based on age; disability; gender reassignment; race, religion or belief; sex; sexual orientation; marriage and civil partnership and pregnancy and maternity. This policy will be applied equally to all employees irrespective of their background or membership of a particular group.
- 14.3 In addition, in line with the Trade Union and Labour Relations (Consolidation) Act 1992 (TULCRA) Part 3, the Council is committed to ensure that employees are not disadvantaged or discriminated against by virtue of their trade union membership in the application of this policy.
- 14.4 The Council will regularly review this policy's impact on any equality and diversity issues, and will identify any inequalities by monitoring and will take appropriate action where necessary.

15. Gender Pay Gap

- 15.1 2019 is the third year of statutory Gender Pay Gap (GPG) reporting for the public sector. Public Authorities including government departments, the armed forces, local authorities and NHS bodies and most schools with 250 employees or more, must publish and report specific figures about their gender pay gap.

- 15.2 The information which must be published is the mean gender pay gap in hourly pay, the median gender pay gap in hourly pay, the mean bonus gender pay gap, the median bonus gender pay gap: proportion of males and females receiving a bonus payment and the proportion of males and females in each pay quartile. A point to note is that Trafford Council does not have any pay bonus schemes and so we do not report on this aspect.
- 15.3 The figures are based on pay received in March 2019, and the Council will publish on the National Gender Pay Gap Reporting website before the deadline of 30th March 2020.
- 15.4 Trafford Council's overall mean pay gap is 10.76% and the median is 20.58%, both in favour of male employees. There are a number of influencing factors which are as follows.
- Our GPG is significantly affected by the gender composition of our workforce which is 76% female and 24% male.
 - We employ a lot of part time roles in Trafford (49% of posts) which attract females and evidence shows that part-time roles pay less than full time roles.
 - When part-time roles are looked at the gender pay gap is positive for women as the mean is -1.89% and the median gap is -9.76%. For full-time employees the gender pay gap is 3.51% (mean) and 6.58% (median).
 - We have some large in-house services with lower paid bands which traditionally attract females – catering, cleaning, passenger assistants, care assistants and support workers; If we remove these groups the gap reduces to 5.48% (mean) and 9.98% (median);
 - We have an ageing workforce and evidence shows that the gender pay gap widens above age 40;
 - Some services such as highways and street cleaning services that predominantly attract male workers have been transferred out to a Contractor; this will have affected our GPG as associated posts tended to be on the lower pay bands;
 - When we break this down into workforce quartiles, the gap significantly reduces or becomes negative.
- 15.5 This is a very marginal increase on the figures for 2018, as published in March 2019 when the mean pay gap was 10.87% and the median pay gap was 17.64%.

16. Trade Unions

- 16.1 The Council recognises two trade unions – UNISON and GMB, for collective bargaining purposes and there are currently two full time equivalent UNISON officials in employment.

17. Publication

- 17.1 Upon approval by the Full Council, this statement will be published on the Council's Website.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 2nd March 2020
Report for: Information
Report of: Sara Saleh, Corporate Director of People

Report Title

Agency and Consultant Spend for Q3 - Period 1st October 2019 to 31st December 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 Q3 of 2019/20 (October to December 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 31st December 2019 and the average length of tenure.

2. Directorate Overview

2.1 Children's Services

- 2.1.1 In Q3 2019/20, spend in Children's Services totalled £439,088 and as at 31st December 2019 there were a total of 52 active assignments across the Directorate. Spend through the Reed agency framework was £247,398 and off contract spend was £191,690. The spend has increased significantly as compared with Q2 2019/20 which was £343,673 and also with the corresponding period in 2018/19 (£79,344). However it should be noted that due to the structure in late 2018, some of the spend for this directorate would have been within the Adult Services directorate spend so it actually would have been higher than it appears for this period.
- 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. In addition there is an increase in caseloads across some teams which has resulted in the need for agency staff to ensure that caseloads are kept to an acceptable level.
- 2.1.3 85% of the spend is on interim qualified Social Worker roles.
- 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. We have developed a recruitment and retention strategy to support this plan.

2.1.5 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. There is another cohort commencing in March this year. The 'Frontline' initiative will see postgraduate students working towards the Social Worker qualification within 12 months. We also have candidates signed up through the 'Step up' programme which supports external candidates to become qualified through a 15 month programme.

2.2 Adult Services

2.2.1 In Q3 2019/20, spend in Adult Services totalled £170,766 and as at 31st December 2019 there were a total of 40 active assignments across the Directorate. This is a significant decrease as compared with Q3 2018/19 which was £298,492. It is also a large decrease on agency spend in the previous quarter (Q2, 2019/20) which was £246,621.

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 62% of the spend is on interim qualified Social Worker roles which is similar to the level the previous quarter. However actual spend on Social Workers has reduced by around £52k. The next biggest spend is on Care Assistants at 34% where gaps in the rota at Ascot House have to be covered. Since the service has established a staff bank the spend has continued to reduce and in Q3 it is around £21k lower than in Q2.

2.2.4 For the third quarter, there was no use of agency Support Workers which is further to Supported Living filling gaps in provision with casual staff.

2.2.5 There is an ongoing restructure within the directorate to enable new and improved ways of working, primarily in the screening and assessment teams.

Longer term, 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 The Trafford Academy work continues which means that we can train unqualified social care staff so they can take up qualified roles and become one of talent pipelines into the social work profession.

2.3 Governance and Community Strategy

2.3.1 In Q3 2019/20, the total agency spend in Governance and Community Strategy equated to £30,160 and as at 31st December 2019, there were 4 active assignments. The spend has reduced both compared to Q3 2018/19 which was £56,525 and the previous period, Q1 2019/20 which was £40,451.

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 almost exclusively in relation to Legal roles as the service continues to experience difficulties in attracting solicitors. They continue to consider how they can resource the service on a more permanent basis.

2.4 Finance and Systems

2.4.1 In Q3 2019/20, the total agency spend in Finance and Systems was £24,350 and as at 31st December 2019, there were 4 active assignments. This spend this quarter is further to no spend in Q2 and it is also higher than the spend in Q3 2018/19 which was £11,011.

2.4.2 Nearly three quarters of the spend was on qualified Procurement roles and the other spend was on a Business Analyst.

2.5 People

2.5.1 In Q3 2019/20, the total agency spend in People was £2,503 and as at 31st December 2019, there were 3 active assignments. This is an increase on the level of spend in Q2 2019/20 which was £312. However the spend is half the level in the corresponding period in 2018/19 when it was £5,012. This was to bring in business support for Operational Service for Education.

2.6 Place

2.6.1 In Q3 2019/20, the total agency spend in Place was £4,456 and as at 31st December 2019, there were 2 active assignments. Although there has been an increase on spend in Q2 2019/20 £4,547 it is lower than in Q3 2018/19 was £20,387. The spend has been on business support for Strategic Growth and other services within the directorate.

3. Summary Agency Spend Position

3.1 The total agency spend in Q3 2019/20 was £671,326. Without the off contract spend on Children’s Social Workers it was £479,636. This is a slight increase on the previous period, Q2 2019/20 when spend was £635,604. It is also higher than the figure for Q3 2018/19 which was £470,771. There has been a mixed picture across the directorates with some seeing an increase in spend whilst in other parts there has been a decrease.

4. Consultant Spend

4.1 The total spend in Q3 2019/20 was £279,545. The spend breaks down as follows.

Children and Families	Adult Services	Governance and Community Strategy	Finance and Systems	People	Place
£106,453	£0	£0	£6,150	£0	£166,942

4.2 This spend was a significant increase as compared with Q2 which was £177,146 and it was also an increase on Q3 in 2018/19 which was £233,514. However the senior roles which required interim cover are critical to the organisation meeting its statutory responsibilities and for supporting the investment strategy.

4.3 The spend in Children’s Services relates to the interim Corporate Director – this post has now been appointed to and the permanent post holder commenced in January. In the Place directorate it relates to One Trafford Client Partnership and the interim Development Director. Arrangements are in place to recruit to this post on a more permanent basis & proposals contained in a separate employment committee report.

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 Q3 - 2019/2020**Monthly breakdown by Directorate (cost and number of active assignments)**

Directorate	Active assignments in month	Total cost
October		
Children's Services	33	£105,307.43
Adults Services	33	£49,956.41
Governance & Community Strategy	4	£7,195.05
Finance & Systems	2	£2,765.84
People	2	£1,260.52
Place	2	£575.41
Total	76	£167,060.66
November		
Children's Services	42	£170,220.02
Adults Services	35	£61,043.69
Governance & Community Strategy	3	£10,815.69
Finance & Systems	4	£10,198.85
People	1	£624.06
Place	2	£1,861.75
Total	87	£254,764.06
December		
Children's Services	62	£163,561.21
Adults Services	28	£59,766.73
Governance & Community Strategy	3	£12,150.09
Finance & Systems	4	£11,386
People	1	£618.55
Place	2	£2,018.85
Total	100	£249,501.43
Grand Total	263	£671,326.148

Appendix 2

Trafford Council Agency Tenure by Directorate

Breakdown by Directorate showing full tenure of active assignments as at 31st
December 2019

Directorate	Job Title	Average Tenure	No. of active assignments
Children's Services	Childcare Assistant	0years 0months	2
	Childcare Worker	0years 11months	6
	Customer Service Advisor - Libraries and Contact Centre	0years 1months	1
	Customer Service Advisor (MARAT)	0years 11months	1
	Early Help Intervention Worker	0years 1months	4
	Personal Advisor	0years 3months	2
	Residential Childcare Officer	0years 4months	8
	Senior Business Support Officer	0years 9months	1
	Service Manager	0years 2months	2
	Social Worker Level 2	0years 3months	6
	Social Worker Level 3	0years 6months	15
	Social Worker level 3a	1years 11months	1
	Strategic Lead for Front Door & Children's Social Care	0years 3months	1
	Team Leader	0years 5months	2
Adults Services	Care Assistant - Residential Homes & Day Centres	1years 6months	22
	Cook Manager	0years 1months	3
	Customer Engagement Support Officer	1years 1months	1
	Social Worker Level 3	0years 7months	9
	Social Worker level 3a (Hospital/EDT)	0years 9months	3
	Social Worker level 3a	0years 4months	1
	Team Leader	0years 5months	1
Governance & Community Strategy	Business Support Officer	0years 2months	1
	Legal Executive	0years 5months	1

	Solicitor	0years 10months	2
Finance & Systems	Business Change Analyst	0years 5months	1
	Procurement Officer	0years 5months	2
	Trainee Procurement Officer	0years 4months	1
People	Business Support Officer	0years 2months	2
	Recruitment Coordinator	0years 3months	1
Place	Business Support Officer	0years 4months	1
	Personal Assistant	0years 3months	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.*

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TRAFFORD
COUNCIL

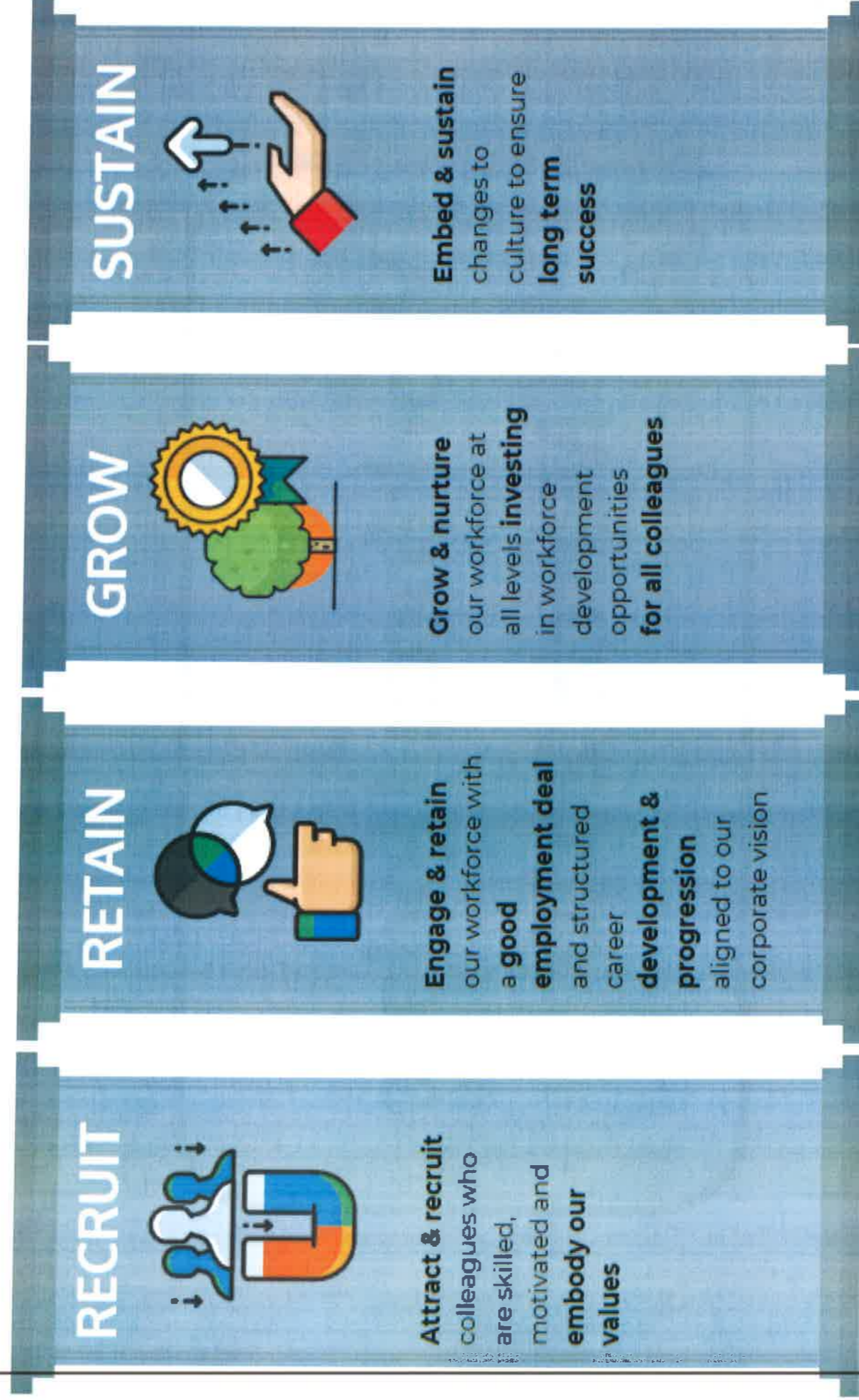
Workforce Update

March 2020

Our People Strategy

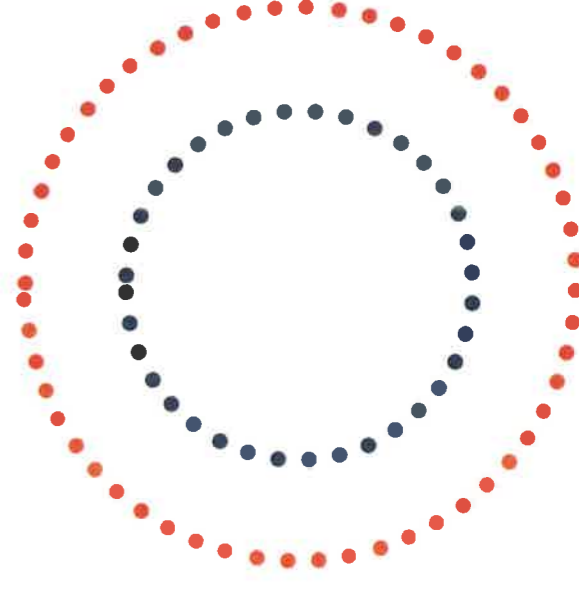
Our People Strategy 2020-22 is now in place, framed around 4 key themes that show how the HR Service will enable the employee journey to be a really positive experience and one where we recruit and nurture talent, take care of ourselves and each other and provide the tools for everyone to be the best they can be.

Some of the work in progress is outlined in the workforce updates.

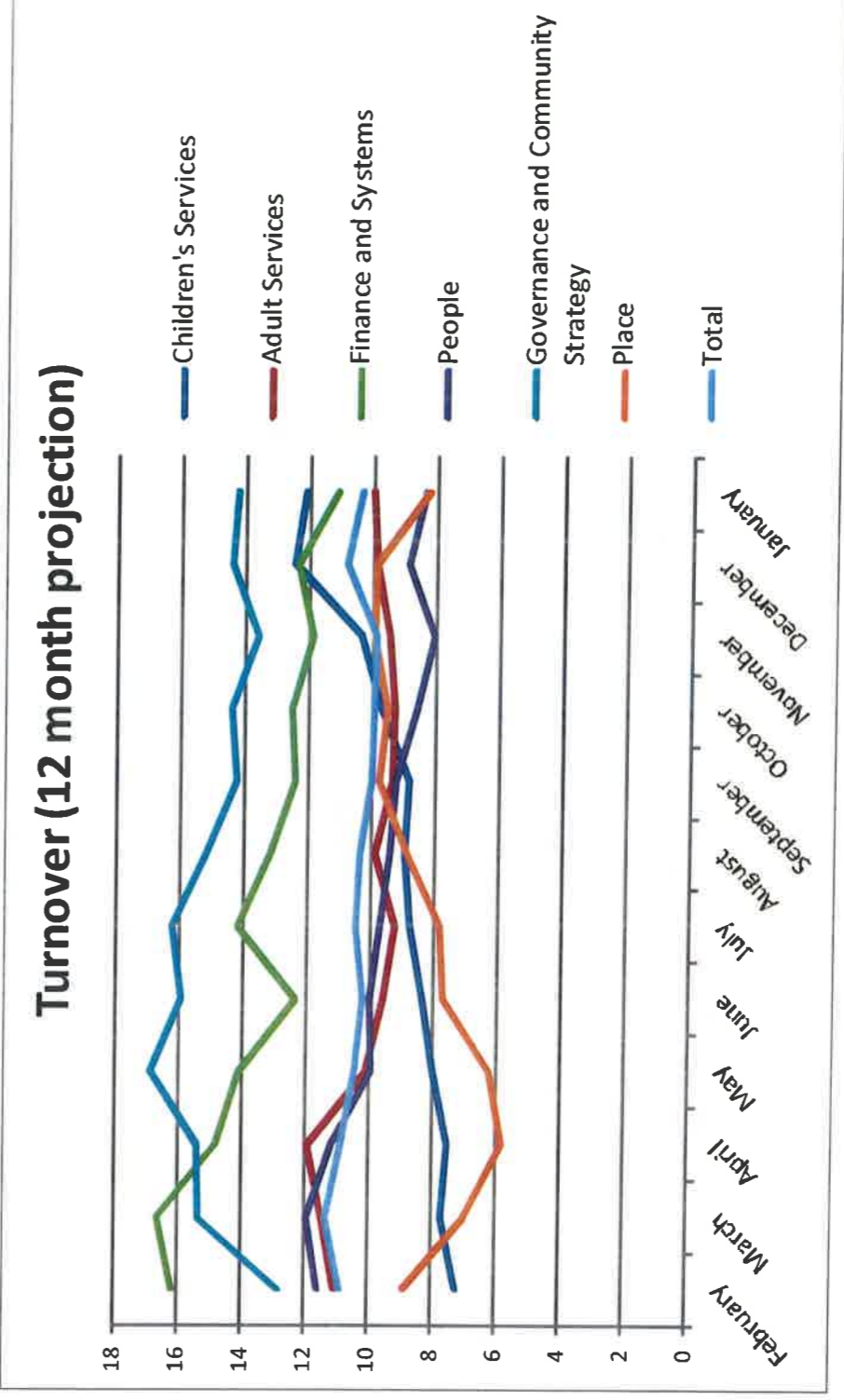
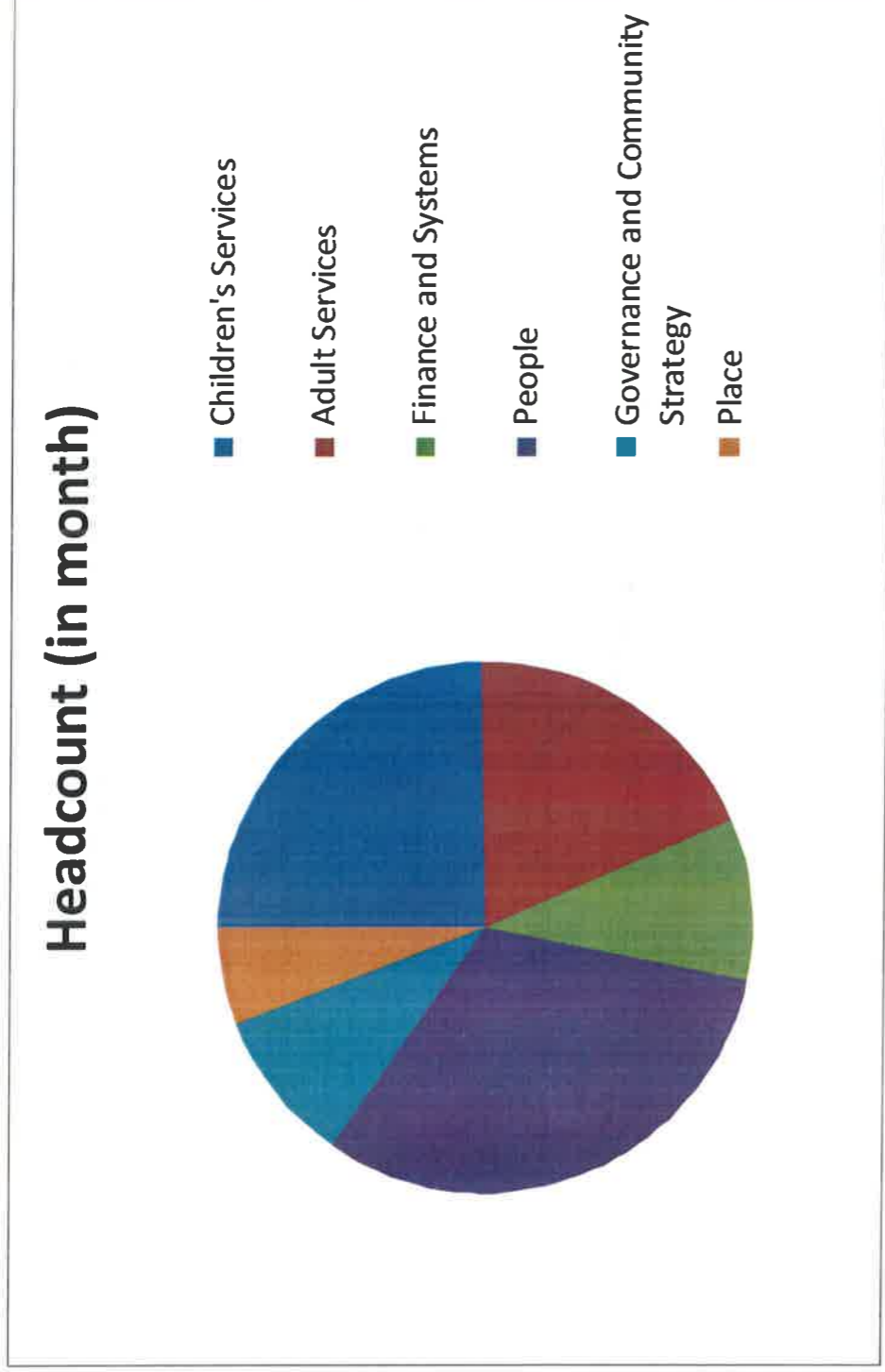
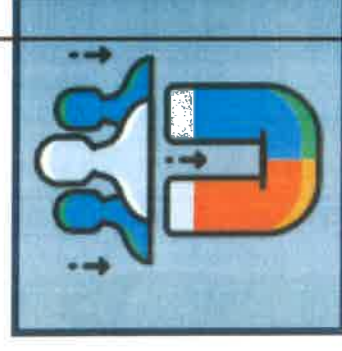


Report Contents

Page 3	Recruit	Headcount, Turnover
Page 4	Recruit	Agency spend
Page 5	Recruit	Narrative
Page 6	Retain	Acting Up, Honoraria
Page 7	Retain	Celebrating Success, Narrative
Page 8	Grow	Sickness, Accidents
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Page 10	Grow	Narrative
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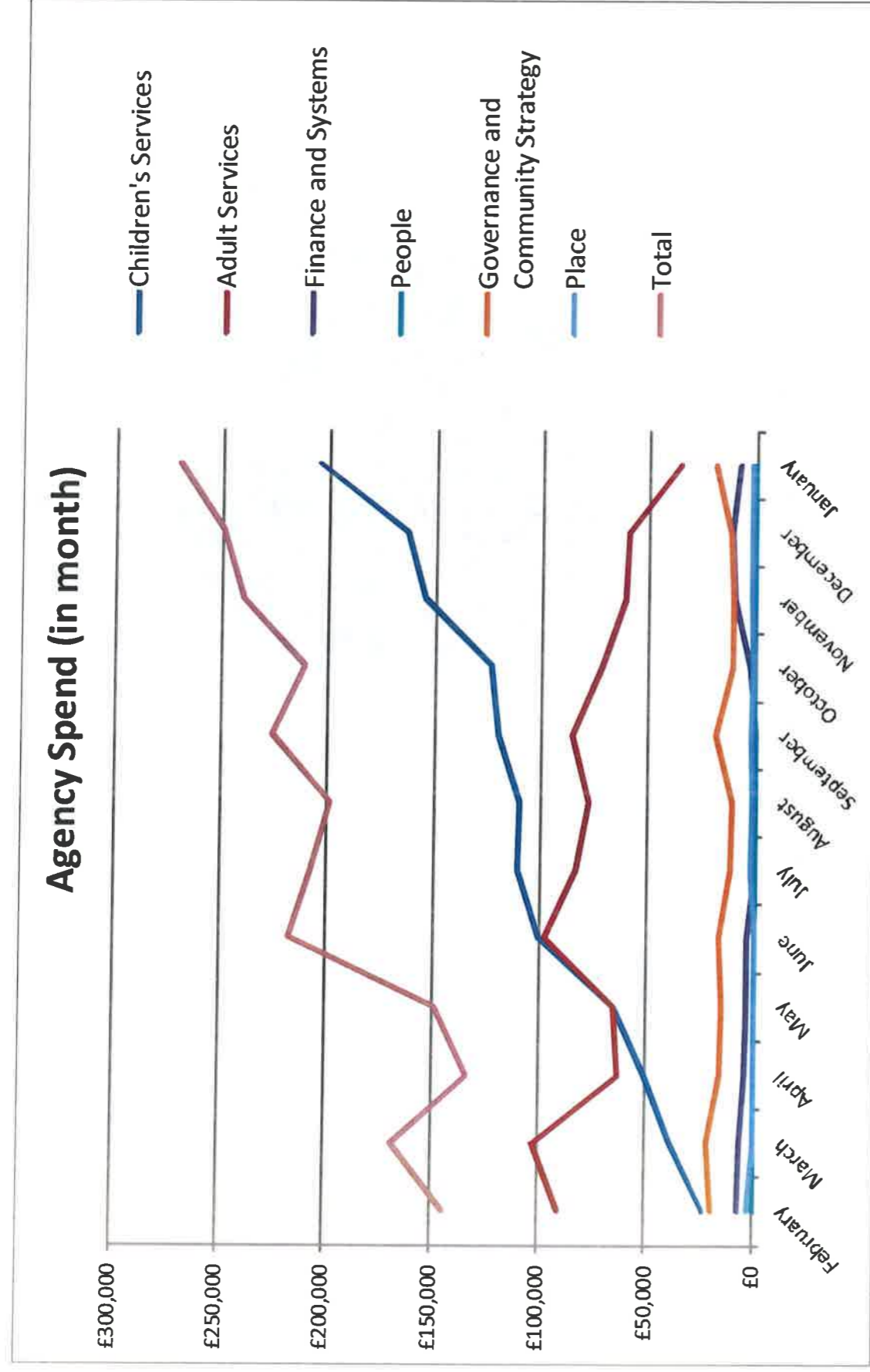
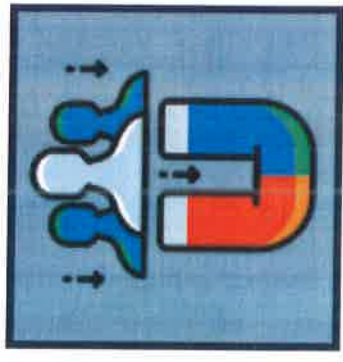
ATTRACT & RECRUIT



There were 2555 post holders across the Council in January.

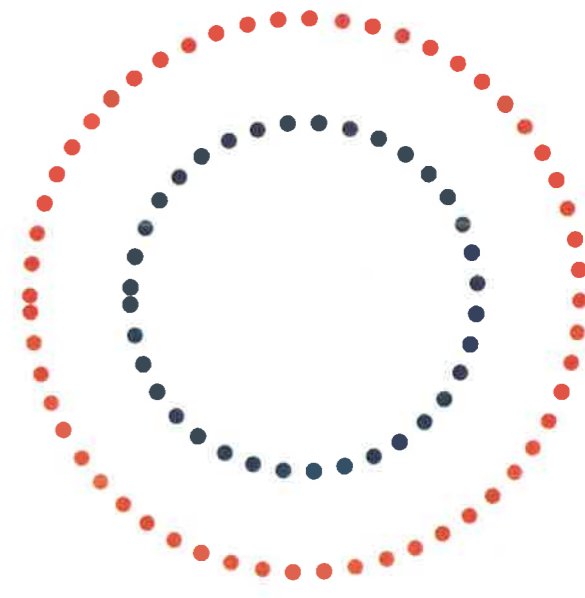
The number of staff leaving has decreased overall since a peak in July, and September saw only 15 staff leave which is the lowest number of leavers in a month for nearly two years, which is very encouraging. The average number of leavers remains steady at 20 (November=20.4, December=20, January=20).

The reduction in leavers has led to a downward turnover trend, which is really positive. In October, the 12 month turnover figure was 10.34%. Turnover remains highest in Governance and Community Strategy at 14.23% and is lowest in Place at 8.22%.

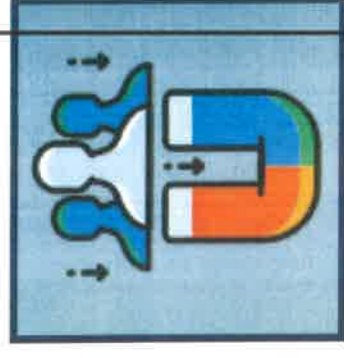


Although there have been some monthly reductions in agency spend over recent months, it can be seen that there has been an overall upward trend over the last few months. Total spend in January was £270,092. Most directorates have experienced a downward trend except for Children's Services. A large proportion 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.



ATTRACT & RECRUIT



Guaranteed Interview schemes

We have now launched schemes for ex-military and also Care Leavers which follow the principles of the long-standing 'Disability Confident' guaranteed interview schemes. Individuals who meet the essential criteria for the roles they apply for will be shortlisted for interview so they have a chance to demonstrate their skills, experience etc. in interview.

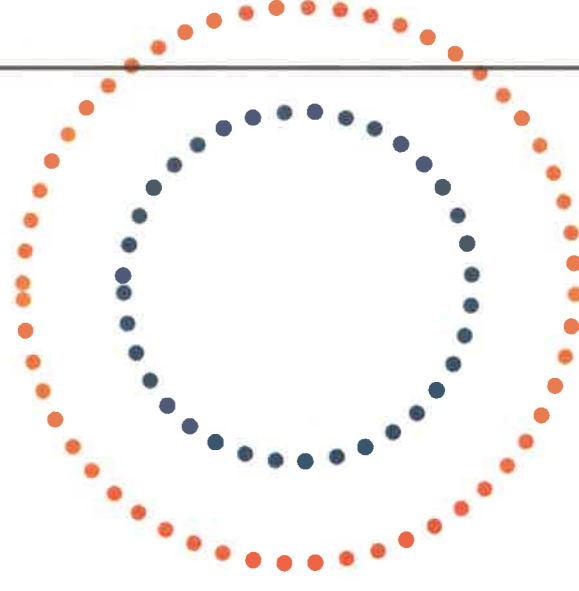
Resourcing improvements

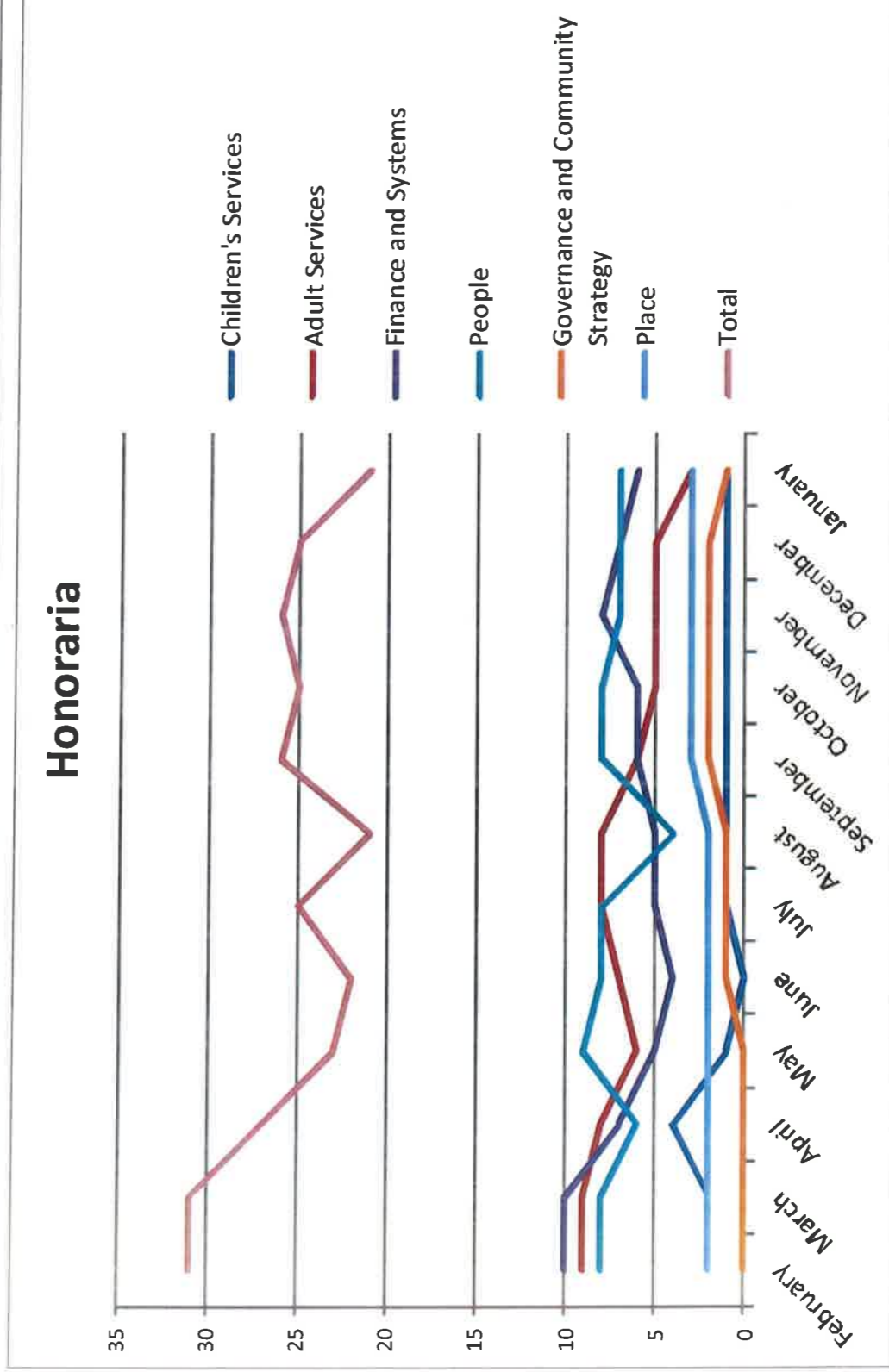
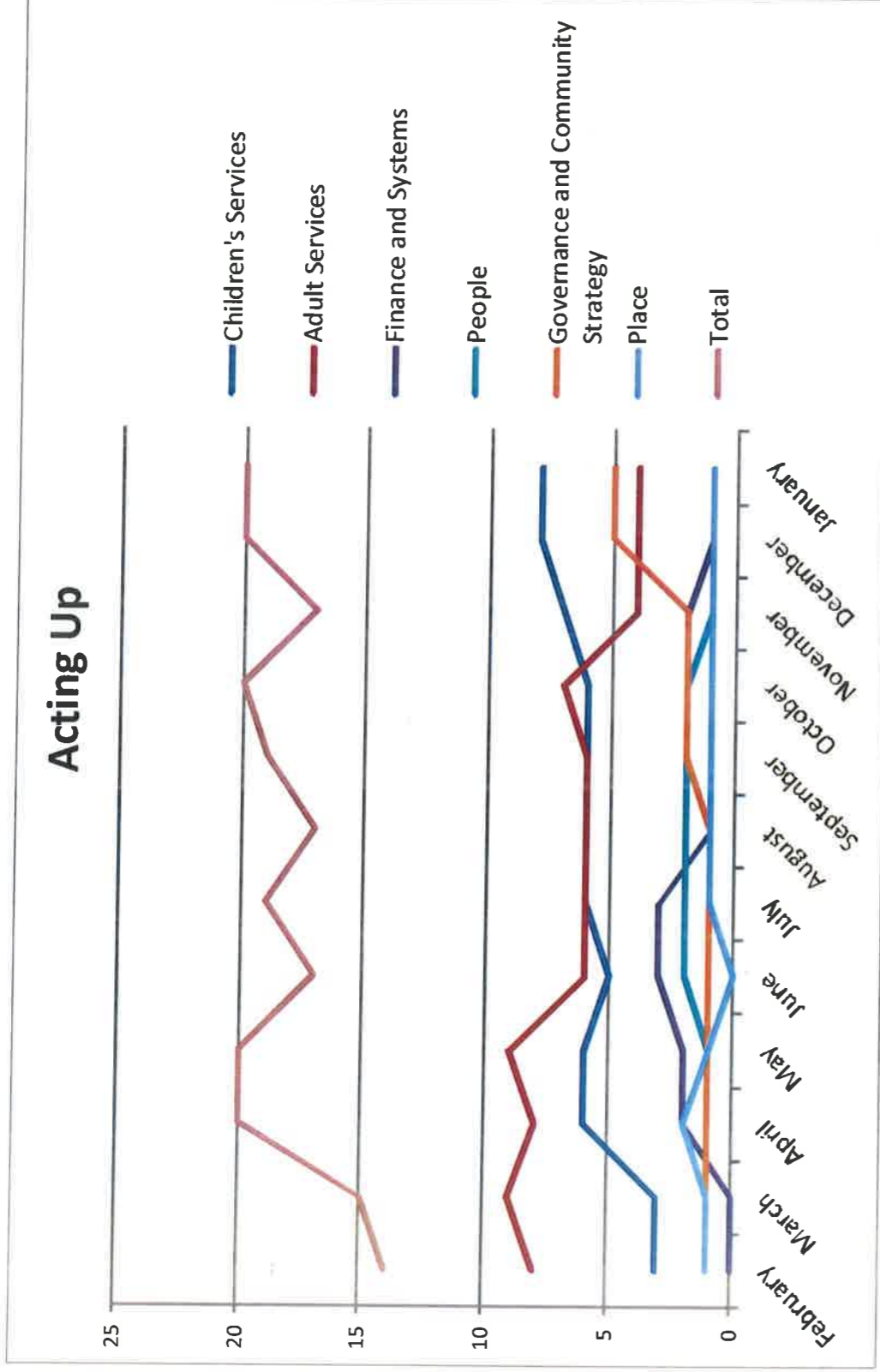
In January 2020 the Council switched to a new resourcing application tracking system (ATS). The aim is to improve the candidate experience when applying for jobs at Trafford. We have built new application forms so that we have greater flexibility in how candidates apply. For example we have introduced a CV upload application, an application specifically for front line services and an apprentice application (as well as the standard application forms).

Candidates now use the same logon and password that they use when applying for roles in the other GM authorities. Their personal details are also pulled through making it much easier for them to apply. The system and application process is much more user friendly.

Our Guaranteed Interview Schemes for care leavers, disabled applicants and ex-military applicants are now highlighted. So these candidates now click a box to inform us if they are applying under the scheme, and our recruiting managers also know if this applies when they are sent the application forms to shortlist. The supporting statement section of the application has been completely transformed. This is now split into sections - experience, knowledge, skills and abilities and values. This follows the order of the role profile and makes it easier for our managers to shortlist. In the values section we have embedded a link so the when the applicant clicks on it our EPIC values are uploaded.

These are the first steps towards the full implementation of a new system. We are looking to introduce further improvements such as screening questions, the ability for managers to shortlist online and also interview scheduling through the system.

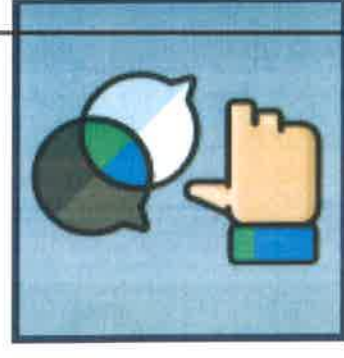




Between November and January, the combined totals for acting up and honoraria arrangements were 57 and 72 respectively, which remains steady compared to the combined totals from August to October as 56 and 72.

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.

ENGAGE & RETAIN



Celebrating Success recipients

This details those awarded from October to January.

Directorate	Number
Children's Services	3
Adults Services	12
Finance & Systems	3
People	8
Governance & Community	7
Place	0
Total	33

B-heard

We launched our Trafford b-Heard survey on the 14 October and closed the survey in early November 2019. Regular dashboards and communications were circulated to CLT, Heads of Service, Colleagues and our team of EPIC Pioneers to encourage as many colleagues as possible to participate. This resulted in a 51% completion rate which is significantly higher than previous surveys. Our Best Companies Index (BCI) engagement score of 631.9 places us as a “one to watch” organisation and represents “good” levels of engagement.

During December we analysed our b-Heard engagement survey and the corporate results were shared with CLT on the 16 December in a session facilitated by the CEX of Best Companies, Jonathan Austin. Following on from this session a 1 page overview was communicated to all colleagues to update on response rates and key actions regarding next steps, we are finalising a more in depth communication to colleagues outlining the key themes and actions that will be taken at a corporate level in the short, medium and long term. Alongside this communication we are in the process of sharing directorate results with relevant Management Teams with a view to defining actions at a directorate level. Management Teams with the support of HR will then be required to share relevant results with their teams who will also identify key actions that they can take to support engagement at Trafford.

Engagement

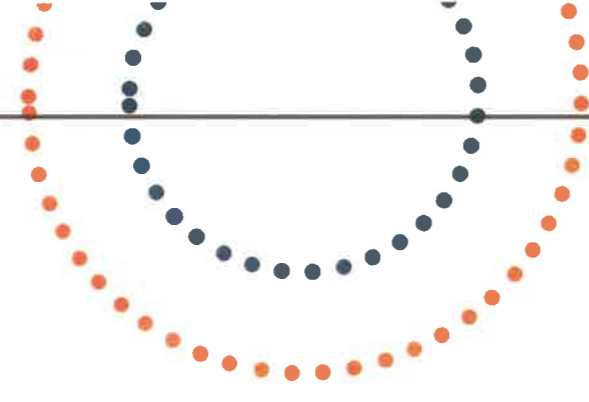
During November and December we supported with the administration and delivery of our “Let’s Talk” sessions held at Hotel Football and Limelight on the 02 and 09 December.

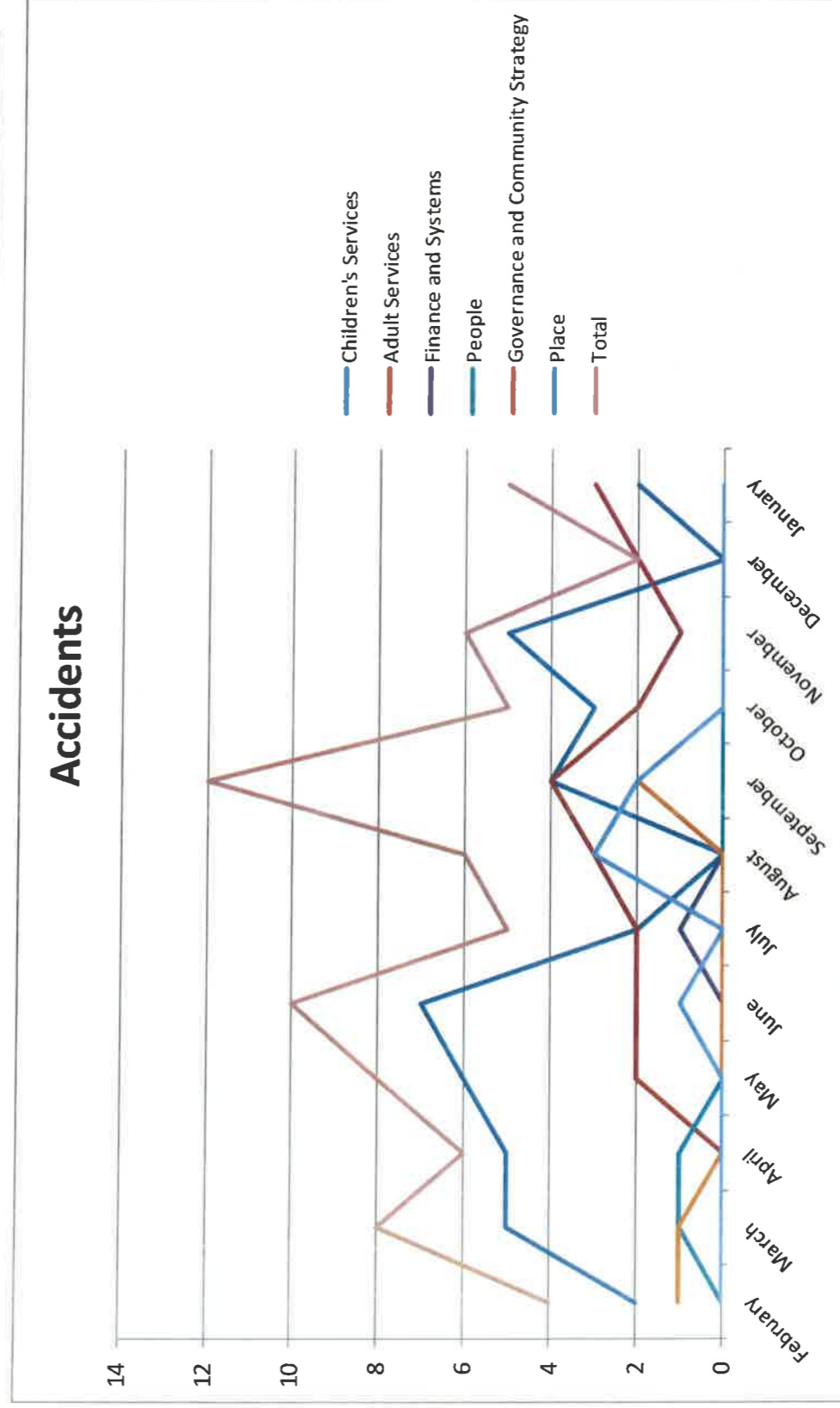
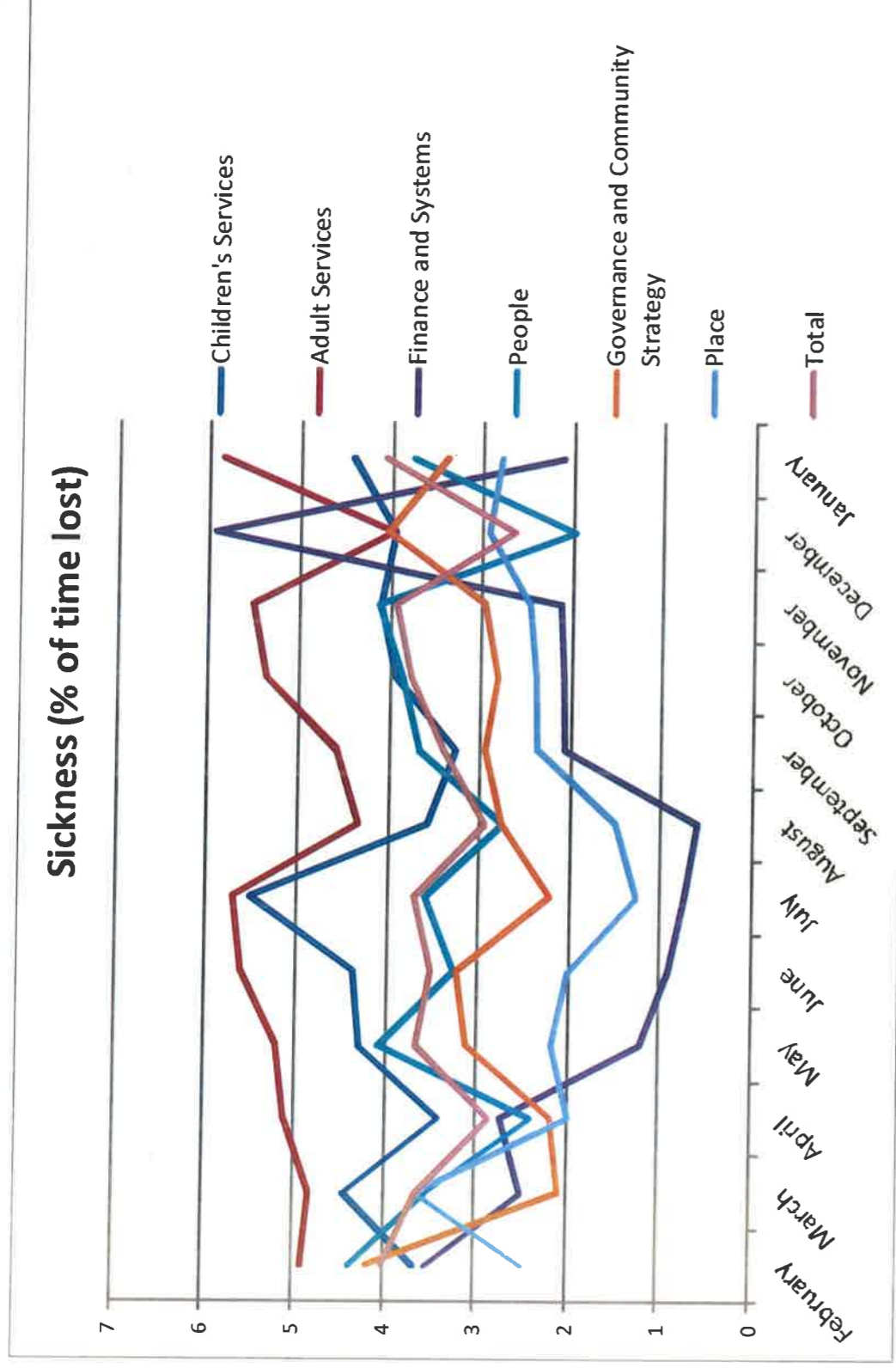
We held our first Leadership Summit, at UA92 on the 10 February 2020. The afternoon was packed full of guest speakers which included Prf. Donna Hall CBE and Ian Hopkins, Chief Constable GMP. The summit was themed around “leading in a new landscape” and courageous leadership. The event was attended by around 100 senior managers and colleagues. Alongside the key note speakers there were 2 bite sized workshops that focussed on leading change and building resilience. We are currently evaluating the event with participants.

We designed and delivered a “Christmas” catch up session with our EPIC Pioneers, where we road tested the corporate one page overview of the b Heard results and updated on further people initiatives and made plans for further Pioneer Meetings in 2020.

Xmas events

December saw several Christmas events to bring staff together and linking with our communities. These included: Christmas bake off; carols from one of our local schools; markets so staff could buy presents; Christmas jumper day competition; toy appeal; and school Christmas dinner volunteering.

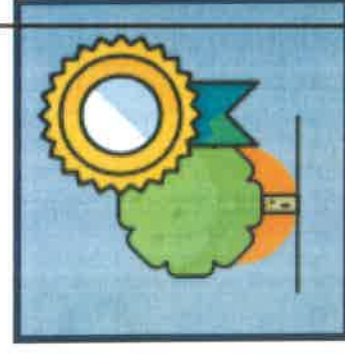




As it is now a year since the restructure where we moved from 3 directorates to 6, from October 2019 we are now reporting sickness as the percentage of time lost over a rolling 12 months, rather than the percentage of time lost in month. The figure in January 2020 is 4.06% and this breaks down to 2.35% for long term absence and 1.71% due to short-term absence. Sickness is highest in Adult Services at 5.85% and it is lowest in Finance and Systems at 2.12%.

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. From November the figure has remained low, with the lowest in December as 2 accidents were reported.

GROW & NURTURE



Ongoing Apprenticeships

Directorate	November 2019	December 2019	January 2020
Adult Services	42	42	42
Children's Services	46	50	51
Finance and Systems	33	33	36
Governance and Community Strategy	9	9	9
People	56	56	56
Place	6	6	7
Schools	44	44	45
Overall total	236	240	246

Apprenticeship activity

Apprenticeship starts have increased again during this quarter going against the national trend which is showing a decline. Apprentice's starts have been particularly high in our Children's Services directorate. This includes our first apprentice role to be offered to a Trafford care leaver within our Virtual Schools team. We have also offered another Trafford care leaver a pre apprenticeship placement of 12 weeks to get them apprenticeship ready.

Behind the scenes we are working on our apprenticeship strategy and a toolkit for managers who have employees undertaking an apprenticeship.

We have continued to actively promote apprenticeship opportunities that are available within our schools. This has included individual sessions at schools, attendance at a schools HR breakfast session and new promotional materials being produced.

The first quarter of 2020 will see National Apprenticeship week taking place, it is planned that a range of activities will take place engaging with our entry level apprentices and other public sector apprentices across Greater Manchester alongside a celebratory event for our apprenticeship completers and a potential apprenticeship swap with a Trafford Job Centre.

EPIC Manager Piloting in February

We have been designing our EPIC Manager programme. The programme has been designed to give new and existing managers the skills, knowledge and behaviours to recruit colleagues aligned to our values, to develop and grow their teams and create the right conditions for their teams to thrive.

Our Pilot programme launches on the 27 February and further dates have been set throughout 2020. The core modules include Role Modelling our EPIC Values and leading the way, Values Based Recruitment, Managing Health and Wellbeing, Leading Equality and Diversity. There are also a number of bolt on modules which include, making the most out of your Epic You – Check in's and the commissioning manager.

We will further build on this programme once we have piloted to offer a consistent learning and development offer to all our managers at Trafford.



EPIC You Check-In Programme

We continued with our Epic You Manager and Colleague Training Sessions in December and delivered workshops on the 03 & 04 December 2019. In total we have upskilled 42 Colleagues and 79 Managers.

We have booked further dates for 2020 to run more workshops and will be advertising dates along with a series of communications to encourage colleagues to attend these training sessions in preparation for the submission of Personal Development Plans in April and May 2020. Once we are in receipt of colleagues Personal Development Plans, we will plan and deliver on the key learning requirements identified at organisational, directorate, team and individual level.

Offload Mental Health Fitness Programme

Through our 'EPIC You Employee Health and Wellbeing Strategy', we were able bring back 'Offload', an innovative mental wellbeing programme, throughout November and into December. The programme, run in association with Rugby League Cares and Super League Club Charitable Foundations, let colleagues hear personal stories from professional sports players about how they have dealt with a range of mental health issues and everyday life stresses. The five week programme held sessions at both Trafford Town Hall and Sale Waterside, and included topics covering basic mental health, stress management and work/life balance. It allowed staff to talk more openly about mental health. The sessions proved popular with over 200 attendees over the course of the programme.

EPIC You – Employee Health and Wellbeing Week

Trafford Council and NHS Trafford Clinical Commissioning Group teamed up to provide our Employee Health and Wellbeing Week between 20-24th January. A variety of activities were made available to colleagues to help boost the health and wellbeing of our workforce. The week supported the recent launch of our EPIC You – Employee Health and Wellbeing Strategy which is all about providing a Trafford workplace that supports and encourages colleagues in their positive wellbeing.

A full calendar of events took place at Trafford Town Hall, Sale Waterside and Partington Health Centre, under the key themes of the Strategy including Healthy Lifestyle, Mental Wellbeing and Musculo-skeletal Health. The activities included:

- Health checks and smoking cessation support sessions
- An active workplaces workshop, a led walk, Trafford Leisure Services promotion, yoga taster sessions and workstation health and safety support
- Stress and wellbeing workshops, mindfulness sessions, mental health first aid promotion, 'Your money' financial support and 'Meet the Guide dogs' sessions

Our Health and Wellbeing Intranet Pages have further details of our Employee Health and Wellbeing Strategy and a range of valuable information to support your wellbeing.

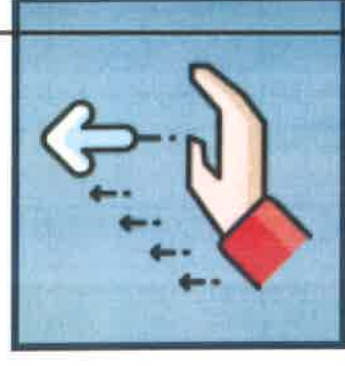
<http://cms.intranet.trafford.gov.uk/HR/EPIC-you/EPIC-You-Health-and-Wellbeing.aspx>

Health Safety and Wellbeing

An inaugural meeting of the Disability Policy and Awareness Review Group at the end of November has led to a number of work streams being progressed during December to support colleagues who may require additional support due to disability or health conditions. The review group is considering a range of issues including policies, training and building access/facilities matters to ensure support is offered in the most appropriate way. Actions have included:

- The provision of additional covered disabled parking bays at Trafford Town Hall multi story car park
- An email footer that includes a statement prompting individuals to advise if they require any reasonable adjustments when meeting with colleagues so that such arrangements can be put in place
- The Corporate room booking system now has improved visibility and guidance on accessibility requirements
- The ongoing development of an Employment Diversity and Inclusivity offer –EPIC Manager, for our Trafford leaders.

EMBED & SUSTAIN



Locality Plan

The Trafford Together Locality Plan 2019-2024 has now been published. The Locality Workforce Team are now in a stage of understanding and assessing the needs of the key pillars of reform, as a key enabler to this work. The next step will be to establishing workforce solutions to support the delivery of network neighbourhood Health and Social Care model. This builds on existing foundations put in place with The Trafford Way programme which was put on hold in 2019. A visit to Wigan Council to see the ‘Healthier Wigan’ colleague experience/development programme has given some great food for thought and broader contacts.

