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**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 1 March 2021

Time: 5.00 pm

Place: Virtual Meeting:

<https://www.youtube.com/channel/UCjwblOW5x0NSe38sgFU8bKg>

A G E N D A	Pages
1. ATTENDANCES	
To note attendances, including Officers and any apologies for absence.	
2. MINUTES	
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 7 th December 2020	
3. QUESTIONS FORM 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 items appearing on the agenda or within the remit of the Committee and will be submitted in the order in which they were received	
4. 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.	
5. TRAFFORD COUNCIL KICKSTART SCHEME	1 - 4
For noting	
6. TRAFFORD COUNCIL'S PAY POLICY STATEMENT 2021/22	5 - 16

For approval

7. **UPDATE ON THE VOLUNTARY WORKFORCE PROPOSALS** 17 - 22

For noting

8. **AGENCY AND CONSULTANT SPEND QUARTER 3 - PERIOD 1ST SEPTEMBER 2020 TO 31ST DECEMBER 2020** 23 - 32

For noting

9. **WORKFORCE UPDATE** 33 - 46

For noting

SARA TODD
Chief Executive

Membership of the Committee

Councillors J. Bennett (Chair), A.M. Whyte (Vice-Chair), D. Acton, A. Akinola, C. Boyes, M. Cordingley, J. Holden, B. Rigby and R. Thompson.

Further Information

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

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This agenda was issued on **Friday, 19 February 2021** 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, 1 March 2021

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 1 March 2021
Report for: Information
Report of: Sara Saleh, Corporate Director Strategy & Resources

Report Title

Trafford Council Kickstart Scheme

Recommendation(s)

That the content of this report is noted.

Financial Implications:	A successful Kickstart scheme is expected to income generate
Legal Implications:	Trafford's Legal team have read through the Government's Kickstart scheme terms and conditions and confirmed they are agreeable
Human Resources Implications:	The Kickstart scheme will link into the Council's Talent Management Strategy The scheme will support the Council's Corporate Prioritises
Asset Management Implications:	None
E-Government Implications:	None
Risk Management Implications:	None
Health and Safety Implications:	The Council's Health and Safety Manager has been consulted and is happy to support the scheme

1. Background Information

1.1 At the meeting on the 12th October 2020, CLT agreed for Trafford Council to go ahead with applying to be a Gateway organisation under the Government's Kickstart scheme. This is an opportunity to directly address youth unemployment in the borough of Trafford as the programme targets young people aged 16-24 years on Universal Credit. Through becoming a Gateway organisation, the Council will create 30 work placements (6 month duration) both within the Authority and with external local employers. The placements are fully funded by DWP (Department for Work and Pensions) and will help the young people to develop confidence, experience and skills to move forward into jobs and apprenticeship opportunities.

1.2 Our application to become a Gateway was submitted in December 2020 and we received confirmation of approval for all our internal placements and 11 of our external placements in early January 2021.

2. The Kickstart Scheme

2.1 The Government Kickstart scheme will run until at least December 2021 and is seen as the starting point alongside T-levels and work placements for supporting young people into good quality apprenticeships. Currently the last placement can start on 31 December 2021 and run for six months to 30 June 2022. Any Kickstart placement must not:

- Replace existing or planned vacancies
- Cause existing employees or contractors to lose their employment

2.2 There are currently no restrictions in regarding the location of the placements or how the 25 hours a week are worked. The placement needs to support the participants in developing the skills and experience needed to be successful in finding work after completing the scheme.

2.3 A payment of £1,500 per job placement is available for support and training for both internal and external placements. This payment is to provide tailored wraparound support to every young person, including induction, action planning and employability training. This payment goes to the Gateway organisation.

2.4 An additional payment of £300 per placement will be given by the government for organisations offering external placements to support with any associated administration costs.

3. The Kickstart Scheme at Trafford

3.1 A Kickstart Project Team has been created using current resource from the HR Service Workforce Strategy and Strategic Growth Teams to deliver on the scheme. A Trafford Pledge Youth Employment Task Force has been set up which Richard Roe and Angela Beadsworth as co-chairs. This includes representatives from DWP, Trafford College and other gateway providers within Trafford such as the Growth company. The aim of this group is to ensure successful delivery of the gateway offer across the borough, supporting young people in Trafford to gain employment.

3.2 An internal Taskforce has been set up including representatives from HR, Schools HR, Recruitment, GMSS, Finance, Unison, Legal and ICT. This has been instrumental in ensuring the scheme is robust and meets all our internal requirements.

3.3 The Project team have attended DMT sessions across all 7 directorates to launch the scheme and gain support. A positive response has been received across the directorates.

3.4 Attendance at recent school HR briefing received 9 expression of interests from schools within Trafford who are interested in offering kickstart placements.

3.5 We have engaged with the DWP to ask if our Care Leavers can be given priority access to our kickstart placements and this can be accommodated. We are currently working with our internal Aftercare team to gauge interest from our current care leavers.

3.6 Unison has representation on the Internal Taskforce but a separate engagement session has also taken place. They have raised concerns over ensuring safeguarding is covered in training for all involved and ensuring the young people are aware of changes to their benefit payments. Both these concerns have been resolved by ensuring any service offering placements must undertake safeguarding level 1 training as a condition of entry. We have provided via the council's online learning platform and asking DWP to provide a session on changes to benefits at the kickstart induction sessions.

3.7 A draft Trafford Support Offer for the Kickstart scheme has been created which is made up of individual elements for the young person and the employer/manager. This young person's wrap around support contains over 40 hours of personalised support starting with an individual action plan and check in within the first few days of the start of the placement. Support will then take place throughout the placement. The support will be delivered via a variety of methods including e-learning, MS Team's sessions and face to face learning (Covid permitting). This will include ongoing support of monthly check in sessions and monthly development sessions covering area such as employability skills. The employer/management support_ includes an Induction to Kickstart Placements booklet (including sign posting to Health and Safety legislation) and access to a Kickstart Co-ordinator who will provide advice & guidance

3.8 To evaluate the kickstart placements we are developing a self-assessment form for use by the Young Person which will be completed pre, during and post placement. We will also use qualitative measures throughout the programme, both to ensure we are meeting need and to measure impact. Feedback will also be sought after each taught session and through the peer mentoring support to ensure our offer is of high quality and any issues addressed in a timely manner. We will be continuously improving our offer as the placements evolve.

4. **Planned Placements start dates**

4.1 External placement start dates will be dependent on how businesses come out of the current lockdown. One of our external businesses is currently still open and would like to proceed with recruitment now. It is planned that we recruit one internal council placement into the HR Service to support with the administration and smooth delivery of the full cohort.

4.2 It is planned that the first internal council placement will commence on Tuesday 4th May and run until 31st October 2021. A schools cohort is planned to start on 1st September 2021.

4.3 Our aspiration is to have a second internal cohort of placements starting on 1st October, a further successful application to the DWP would be required to allow this. This would allow networking between the two cohorts and sharing of good practice from the placements.

5. **Conclusion**

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

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 1 March 2020
Report for: Approval
Report of: Sara Saleh, Corporate Director of Strategy and Resources

Report Title

Trafford Council's Pay Policy Statement 2021/22

Summary

This paper provides Employment Committee with information relating to Trafford's pay policy for 2021/22 in line with the requirements for the Localism Act 2011.

Recommendations

To note and approve the 2021/22 Pay Policy statement as set out in the attached report and recommend any amendments for approval at full Council on 24th March 2021.

Contact person for access to background papers and further information:

Name: Catherine Hay
Extension: 2016

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 www.Trafford.gov.uk.

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 2021/22 Pay Policy statement as detailed below and recommend any amendments for approval at full Council on 24th March 2021.

TRAFFORD PAY POLICY STATEMENT 2021/22

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 will be 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 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 2021 the Council had an employee headcount of 2415, covering 2514 posts across our 6 directorates. With 51% of posts being part-time and 49% of posts being full-time, the full time equivalent (FTE) employee figure is 1916.

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 bonuses to Senior Managers or any other employee group.
- 7.5 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.
- 7.6 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 1 interim appointment in place at Chief Officer level throughout 2020/21 to lead the successful delivery of Trafford's COVID 19 Outbreak Management programme and recovery planning.

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.

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 2021/22 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 £17,842 per annum. This is an hourly rate of £9.44.

- 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 set at £9.50 as of November 2020. If the Council do apply an annual pay award or we add the minimum government proposed increase of £250 a year for lower paid workers, the Council minimum hourly rate will be above the Real Living Wage. Following the timescales taken for pay negotiations means any increases are paid later on in the year and back dated to 1st April.
- 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 April 2021

Age	23 plus	21 to 22	18 to 20	Under 18	Apprentice (under 19 or in first year)
Hourly rate	£8.91	£8.36	£6.56	£4.62	£4.30

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 £169,538

The lowest paid Council job has a maximum salary level of £17,800

The Median (middle) of the salary range is £24,491

- 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. This is the same ratio as last year.
- 13.3 The ratio between the lowest paid employee and average Chief Officer is 1:5.76 so for every £1 earned for the lowest paid member of staff the Chief Officer earns £5.76. This is slight change from last year when it was £5.71.
- 13.4 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 2020 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. There was no requirement to report the 2019 figure in 2020 due to the pandemic.
- 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 2020, and the Council will publish on the National Gender Pay Gap Reporting website before the deadline of 30th March 2021.
- 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 difference 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: 1st March 2021
Report for: Information
Report of: Sara Saleh Corporate Director Strategy & Resources

Report Title

Update on the voluntary workforce proposals.

Recommendations

That the content of this report is noted.

A further report will update the committee on the outcomes of the workforce proposals contained in this report.

Relationship to Policy Framework/Corporate Priorities	This report aligns with the council's Corporate Priorities in respect to 'Successful & Thriving places'.
Financial	This proposal will contribute to the required budget savings in 2021/2022.
Legal Implications:	Legal services are involved to ensure that the process is all legally compliant.
Equality/Diversity Implications	An equality impact assessment is being undertaken to determine impact across the workforce.
Sustainability Implications	Reduction of the workforce will be mitigated through succession plans and re-organisation of work as appropriate so that service sustainability is achieved.
Staffing/E-Government/Asset Management Implications	Reductions in staffing levels to release staff with voluntary severance may impact on workloads and work will be re-prioritised.
Risk Management Implications	All requests will be carefully considered to ensure that we manage risks to the council so that we retain and/or grow the necessary experience and skills.
Health & Wellbeing Implications	Potential impact on the remaining workforce in terms of increased workloads pending modernisation efficiencies being achieved. Managers to monitor the position with risk assessments as appropriate and Health and Wellbeing resources available.

Health and Safety Implications	We will ensure that there are sufficient competent persons to discharge our health & safety statutory requirements.
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1. Introduction

1.1 Reports have previously been taken to Employment Committee on 8 September and 7 December 2020 regarding voluntary workforce schemes. The three voluntary workforce options are: a Voluntary Severance scheme; flexible working (including 9 day fortnight), and; Leave Purchase scheme. This report is an update on progress.

2. Voluntary Severance Scheme (VS)

2.1 Background

2.1.1 We launched the VS scheme on the 11th September with a closing date of the 5th October. The initial intention was to be able to establish the budget savings from the scheme to inform the draft budget report in October. However, with the short timescale this was always ambitious and we listened to feedback from employees who asked for more time to give due consideration regarding whether to apply and extended the deadline. With staff also needing time to digest information about the Local Government Exit Pay Reform, the scheme was extended to the 23rd October and then again to the 30th October.

2.1.2 196 applications were received from across our 6 directorates. Heads of Service assessed each application and gave an initial recommendation. Each Directorate Management Team then considered all applications in the directorate and provided recommendations. The Approvals Panel, comprising the Corporate Director of Finance and Systems and the Corporate Director of Strategy and Resources, met to review all recommendations and made decisions regarding the outcome for each application. The decisions were then ratified by the Chief Executive.

2.2 Release outcomes

2.2.1 The table below details the position for all applications.

Outcome	Details	Number of employees
Applications withdrawn	Includes employees who applied in error or changed their mind because of the pension regulation changes.	17
Release agreed	Leaving either in March or September 2021.	42
Release declined	Many are in services with statutory requirements, or Traded Services.	106
Decision deferred	Applications will be reviewed further to service reviews in 2021/22	31

- 2.2.2 In December 2020 all employees were verbally advised of the outcome of their application and this was followed up with a letter confirming this.
- 2.2.3 When we promoted the scheme we gave staff the option of 2 leaving dates, namely 31st March 2021 or 30th September 2021. Of the 42 employees for whom release under the scheme has been agreed, 19 have requested a March termination date, 22 have requested a September termination date and 1 is still under discussion at the time of writing the report.

2.3 Impact of Pension Reform proposals

- 2.3.1 As detailed in the previous report, the Ministry for Housing, Communities and Local Government (MHCLG) went through a period of consultation on changes to the local government pension scheme and discretionary compensation rules. The consultation on a set of draft pension regulations closed on 18th December. The date on which the regulations were expected to come into force wasn't known, however it was expected to be January/February. Due to the conflict of the £95k Exit Cap Regulations and the current pension regulations, it was anticipated that they would be pushed through quickly.
- 2.3.2 As a reminder, under the proposals, no severance will be payable if the member receives an immediate pension with a payment by the employer to cover the cost of early release of pension – the strain cost. This is except in the case of the severance amount exceeding the strain cost, in which case the excess would be payable.

The draft Regulations give employees several options in respect of pension:

- a. take an unreduced pension;
- b. take a partly reduced pension;
- c. take a fully reduced pension or
- d. defer payment of pension.

- 2.3.2 Before Christmas we expected that all employees with release agreed would be subject to the revised pension regulations, as they would likely be in place before the earlier release date of 31st March. However in January, three challenges to Exit Cap Regulations were accepted for judicial review covering 15 grounds. These challenges were to be heard together on 16/17 March 2021 and MHCLG put their wider reforms in relation to changes on hold until the judicial review outcomes are known.

2.4 Legislation revoked

- 2.3.3 On 12 February 2021 HM Treasury published a [Treasury Direction revoking the legislation with immediate effect](#), along with guidance on how exit payments which were capped during the period when it was in force should now be handled.

2.3.4 The revoking of the legislation returns the situation to the status quo and the current arrangements in respect of employees leaving the council under business efficiency aged over 55, can access an immediate unreduced pension with the council picking up the pension strain costs.

2.5 Release plans

2.5.1 The changing timescales for the exit cap and linked pension reform have meant we have had to consistently review the situation as the legislation impacts have been known and adjust our approach, taking legal advice from Counsel along the way.

2.5.2 For those staff due to leave in March with pension access we already knew due to the delay in implementing the draft regulations, that for those employees aged over 55, they will receive their pension under the current regulations.

2.5.3 At the time of writing, we are finalising the exit arrangements and we have commissioned independent legal advice through Thompsons Solicitors for our leavers and drafted a Settlement Agreement with our Legal colleagues to be issued to this group along with those March leavers with no pension access.

2.5.4 The leavers in September will now leave on the same terms with Settlement Agreements to follow.

3. Flexible Working (including 9 day fortnight)

3.1 We offer a range of flexible working arrangements, which staff can request at any time provided they meet the qualifying criteria. This includes different working patterns, however one that more staff are starting to take up is the 9 day fortnight. This is where employees reduce their working hours so they have an additional non-working day every two weeks. It can be an option where staff want some extra time out of work but don't want to reduce to 4 days, or maybe can't afford to. It can also work better for the business. Due to a reduction in establishment certain flexible working options will generate some savings.

3.2 When we communicated the Voluntary Severance Scheme we also detailed that where staff would like to consider a flexible working option that would generate savings they should apply.

3.3 We initially had interest from 22 employees:

- 4 later withdrew
- 7 agreed
- 2 not agreed
- 9 decision pending – some are linked to VS decisions or service reviews.

4. Leave Purchase Scheme

- 4.1 Each year, employees may request to buy additional leave between 1 and 10 days (pro rata for part time employees) and pay deductions are spread over the 12 months of the leave year. This supports employees to achieve a better work-life balance and also generates savings.
- 4.2 The window for applications was open between November 2020 and the end of January 2021 and we communicated the scheme repeatedly to staff during the period.
- 4.3 244 employees have purchased additional leave for the year 2021/2022, with a total of 1532 days, which is an average of 6 days per employee using the scheme. This is a significant reduction on the previous year when 425 employees purchased leave totalling about 2584 days. This is likely to be mostly due to the fact that leave has been more difficult to take in 2020/21 due to service pressures related to the pandemic, or staff have not needed as much leave, with normal activities suspended. This means that staff may have banked some leave to use in 2021/22 negating the need to buy extra leave for the new leave year.
- 4.4 GMSS will apply this to the iTrent system so that staff can view and book the leave and deductions will commence in April payroll.

5. Conclusion

- 5.1 The savings generated from the Voluntary Severance scheme and flexible working options have been factored into balancing the budget for 2021/22 and the savings generated from the Leave Purchase Scheme will be confirmed in late February after the scheme application window closes.

6. Recommendation

- 6.1 That the content of this report is noted.
- 6.2 A further report will update the committee on the outcomes of the workforce proposals.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 1st March 2021
Report for: Information
Report of: Sara Saleh, Corporate Director of Strategy & Resources

Report Title

Agency and Consultant Spend for Q3 - Period 1st September 2020 to 31st December 2020
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Recommendations

That the content of this report is noted.
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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. The aim is to recruit to posts as quickly as possible, however ensuring that we follow the process and firstly consider employees on notice from redundancy (redeployees), "at risk" staff (those employees where there is a real risk of redundancy) and apprentices before advertising openly.

- 1.2 It is however recognised that there will be circumstances whereby there are immediate resourcing needs that are predominantly short term in nature and require access to time limited and/or specialist skills that cannot be found within the organisation, or where cover is required for day-to-day absences. There are also roles for which we have recruitment and retention difficulties. For these reasons, access to temporary agency support is essential to cover critical gaps in service provision. In some cases due to the specialist nature of the work, consultants are required.
- 1.3 Appendix 1 details the spend breakdown for quarter 2.
- 1.4 Appendix 2 provides a breakdown of assignments that were still active as at 30th September 2020.
- 1.5 The agency costs for the quarter have been met from within existing staffing budgets to support services whilst they have been restructuring, reshaping and recruiting to vacant posts, thus ensuring that statutory obligations are met on a day-to-day basis.

2. Directorate Overview

2.1 Children's Services

- 2.1.1 In Q3 2020/21, spend in Children's Services totalled £803,189 and as at 31st December 2020 there were a total of 54 active assignments across the Directorate. The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable children. The interim staffing need is primarily required to cover staffing resource gaps, created as a result of short-term staff absences or whilst recruitment to permanent posts is underway and cover is critical to ensure that service users receive the appropriate level of care and support.
- 2.1.2 Spend has increased compared with Q2 2020/21 which was £769,122. When comparing spend with the corresponding period in 2019/20 (£439,088), it is nearly double the level. Although there has been an increase from the previous quarter it appears to have stabilised. With the response phase of the pandemic continuing, there remains pressure in this directorate and resourcing levels have had to be maintained with agency workers.
- 2.1.3 The proportion of the quarterly spend that is on interim qualified Social Worker roles has increased from quarter 2 when it was 92% to 94%. Spend on Social Worker roles for the quarter was £762k.
- 2.1.4 We still have a reliance on agency workers from other providers in addition to Reed, our umbrella agency. This is because we haven't been able to meet our staffing requirements through Reed alone.

The service continues to monitor this situation and ending assignments as soon as permanent workers have commenced in post.

2.1.5 We still have in place 2.0 FTE Social Work Development Officers to support staff with their professional development across children and adult services, as this is a crucial aspect of looking after our social workers. In particular, they are providing additional support for newly qualified social workers undergoing the Assessed and Supported Year in Employment (ASYE), mentoring social work students on placements who are our future talent pipeline and supporting employees completing the social worker degree apprenticeship, whilst working within children and adult services.

2.2 Adult Services

2.2.1 In Q3 2020/21, spend in Adult Services totalled £180,042 and as at 31st December 2020 there were a total of 22 active assignments across the Directorate. The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable 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.

2.2.2 This is a slight increase as compared with Q3 2019/20 which was £170,766. Spend is also higher as compared with the previous quarter (Q2, 2020/21) which was £148,276. However it is expected that there might be increased pressure with the pandemic extending for longer than expected.

2.2.3 78% of spend was on interim qualified Social Worker roles, which is a decrease from the previous quarter's figure of 89%. There was minimal spend on Care Assistants in the quarter as Ascot House now use casuals instead of having a reliance on agency workers.

2.2.4 There has been a need to bring agency Support Workers in to work in the Supported Living Service at a cost of £28,978 for the quarter. This is in response to a need to improve the quality of service delivery. The service continues to strengthen its internal assurances processes including development of a quality assurance framework that complements their safeguarding policy and procedures.

2.2.5 In order to improve the recruitment and retention of Social Workers the Service has the Trafford Academy. This will provide a mechanism for a rolling recruitment programme. The Academy has developed an engagement programme with schools and colleges to promote and inspire adult social care as a rewarding career choice.

- 2.2.6 Although the initial project began in earnest in 2019, there have been some delays in the delivery of key objectives, this is in part due to the need to re-prioritise and direct resources to respond to the pandemic. A reassessing of priorities is taking place due to the shift in the ways of working and demands which have altered the requirements of Adult Social Care.
- 2.2.7 The Adults Workforce Development Group oversees workforce development across Adults Directorate and will now govern the decision making aspects of the Trafford Academy project.
- 2.4 Governance and Community Strategy
- 2.4.1 In Q3 2020/21, the total agency spend in Governance and Community Strategy equated to £96,007 and as at 31st December 2020, there were 6 active assignments. Agency spend in this Directorate is due to the need to bring in specialist skills.
- 2.4.2 Spend has over trebled as compared to Q3 2019/20 which was £30,160. When compared to, Q2 2020/21 it has decreased by nearly 40%, from the figure of £127,132.
- 2.4.3 Difficulties continue with attracting suitably qualified legal professions so a high level of spend continued from quarter 2 at £74k. The remainder of spend was split between the STaR Procurement service and Information Governance. STaR Procurement has moved into this directorate from Finance and Systems and so contributes to the increased spend in the directorate.
- 2.5 Finance and Systems
- 2.5.1 In Q3 20/21, there was no agency spend in Finance and Systems and no active assignments at the end of the quarter.
- 2.6 Strategy and Resources
- 2.6.1 In Q3 2020/21, the total agency spend in Strategy and Resources equated to £23,038 and as at 31st December 2020, there were no active assignments. Agency spend in this Directorate is due to the need to bring in professional and specialist skills.
- 2.6.2 Spend has increased significantly as compared with Q3 2019/20 which was only £2,503. It is also at a much higher level as compared to the previous period, Q2 2020/21 which was £5,876.
- 2.6.3 Spend has been exclusively on HR Consultant roles. As was the position in quarter 2, the pressures caused by the pandemic have led to a sustained increase in casework. To reduce the level of employee relations issues and to

support service redesign which is progressing, extra support has been necessary.

2.7 Place

2.7.1 In Q3 20/21 spend on agency in Place was £12,511 and as at 31st December 2020, there were 3 active assignments. This is an increase on the previous quarter when there was no spend. It is also an increase on the Q3 spend in 2019/20 which was £4,456.

2.7.2 Spend has been on key roles supporting the Planning Team and Economic Growth.

3. Summary Agency Spend Position

3.1 The total agency spend in Q3 2020/21 was £1,114,787. This is a slight increase of around 5% as compared with the previous period, Q2 2020/21 when spend was £1,059,834. As detailed in the previous report, the impact of the pandemic on agency spend appears to have had a time lag. Spend is also at a much higher level than the corresponding period last year when it was £671,326 for Q3 2019/20. As detailed in the previous report, 2020 was an extremely challenging year as the Council responded to ever-changing pressures from the COVID19 pandemic. Agency spend has increased in all directorates except for Governance and Community Strategy and Finance.

4. Consultant Spend

4.1 The total spend in Q3 2020/21 was £80,797. The spend breaks down as follows.

Children's Services	Adult Services	Governance and Community Strategy	Finance and Systems	Strategy and Resources	Place
£0	£0	£0	£0	£76,047	£4,750

4.2 The level of spend has increased significantly from the amount in Q2 2020/21, which was £20,328. However there has been a huge decrease on Q3 in 2019/20 which was £279,545.

4.3 Consultant usage has been in two directorates, namely Place and Strategy and Resources. In Place it has been to bring in a contractor to support with the Amey contract. In Strategy and Resources support has been required in the Performance Team and also a consultant has been brought in as an

interim Programme Director to lead the Covid-19 response and recovery programme and strategy working closely with the corporate leadership team.

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 - 2020/2021

Directorates	Job Title	Number of Active Assignments	Total Cost
	Childcare Worker	1	£4,461.69
	Early Help Intervention Worker	1	£10,308.24
	Independent Reviewing Officer	1	£17,403.77
	Personal Advisor	1	£1,463.64
	Residential Childcare Officer	13	£18,581.86
	Safeguarding Board Manager	1	£9,220.25
	Senior Business Support Officer	1	£6,565.81
	Senior Practitioner	2	£36,610.26
	Service Manager	2	£42,543.49
	Social Worker Level 2	1	£16,319.06
	Social Worker Level 3	38	£466,419.95
	Social Worker Level 3a	1	£2,874.82
	Strategic Lead for Front Door & Children's Social Care	2	£76,487.72
	Strategic Lead - Quality and Improvement	1	£43,847.08
	Team Leader	2	£34,853.10
	Team Manager	1	£15,228.26
	Total	69	£803,189
Adult Services	Care Assistant - Residential Homes & Day Centres	1	£186.24
	Care at Home Manager	1	£2,990.74
	Cook Manager	5	£921.05

	Customer Engagement Support Officer	1	£6,431.65
	Quality Improvement Lead	1	£3,925.67
	Social Care Team Leader	2	£3,928.58
	Social Worker Level 3	9	£90,497.89
	Social Worker level 3a	4	£42,181.63
	Support Worker	26	£28,978.16
	Total	50	£180,041.61
Governance & Community Strategy	Business Improvement Officer	1	£8,363.57
	Information Governance Officer (Corporate)	1	£11,892.96
	Litigation Solicitor - Corporate & Commercial	2	£35,652.58
	Procurement Officer	1	£1,745.62
	Solicitor	3	£38,352.16
	Total	8	£96,006.89
Strategy & Resources	HR Consultant	2	£23,038.06
	Total	2	£23,038.06
Place	Business Support Officer level 2	1	£2,949.00
	Skills Outreach Information Officer	1	£2,621.99
	Validation Officer	1	£6,940.44
	Total	3	£12,511.43
Grand Total		132	£1,114,787.99

Appendix 2

Trafford Council Agency Tenure by Directorate

Breakdown by Directorate showing active assignments as at 31st December 2020

Directorate	Job Title	No. of active assignments
	Independent Reviewing Officer	1
	Residential Childcare Officer	7
	Safeguarding Board Manager	1
	Senior Business Support Officer	1
	Senior Practitioner	2
	Service Manager	1
	Social Worker Level 2	1
	Social Worker Level 3	34
	Strategic Lead for Front Door & Children's Social Care	2
	Strategic Lead for Quality & Improvement	1
	Team Leader	2
	Team Manager	1
	Total	54
	Adult Services	Care at Home Manager
Quality Improvement Lead		1
Social Care Team Leader		2
Social Worker Level 3		7
Social Worker level 3a		2
Support Worker		9
Total		22

Governance & Community Strategy	Business Improvement Officer	1
	Information Governance Officer	1
	Litigation Solicitor - Corporate & Commercial	2
	Solicitor	2
	Total	6
Place	Business Support Officer level 2	1
	Skills Outreach Information Officer	1
	Validation Officer	1
	Total	3

*These agency staff are used akin to a bank, so they have an assignment start and end date however they aren't working continuously, instead on an ad hoc basis.



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Employment Committee Update Report

HR Service

1st March 2021

Agenda Item



Sickness Absence

296

members of staff
absent

92.8%

of headcount
available to work

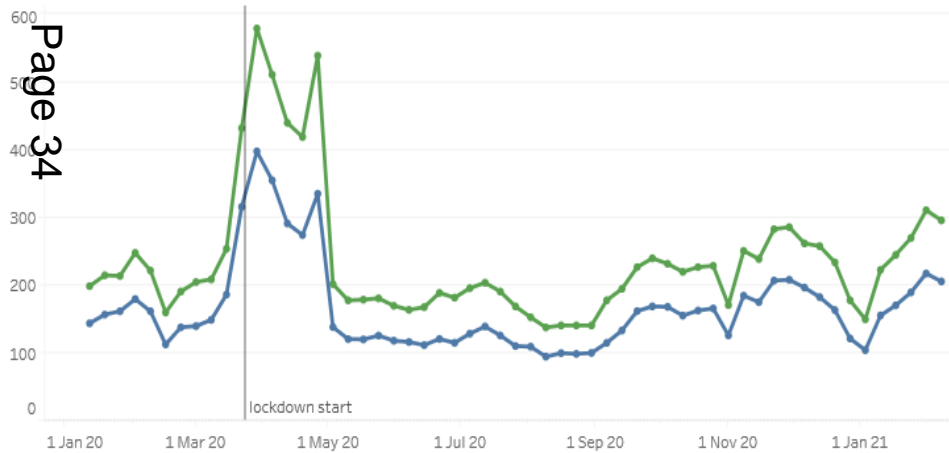
206

full time
equivalents
absent

93.6%

of whole time
equivalents

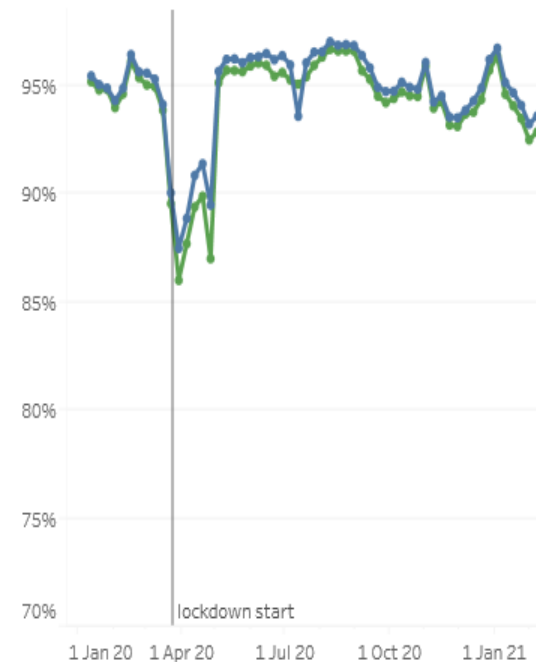
Absence by week



■ Absence FTE
■ Absence Headcount

■ Absence FTE
■ Absence Headcount

Availability by week



Current availability by directorate

Directorates	Absence FTE (%)	Absence Headcount (%)
Adult Services	90.1%	89.2%
Childrens Service	92.5%	92.6%
Finance & Systems	96.9%	96.8%
Governance & Community Strategy	96.8%	95.6%
Place	95.8%	96.0%
Schools	94.2%	93.1%
Strategy & Resources	92.8%	92.4%
Total	93.6%	92.8%

Availability rates are for all staff within the directorate

Health, Safety and Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>COVID-19: Working from Home Support</p>	<p>Supporting our staff to work from home</p>	<p>In line with the current national restrictions, we have continued to communicate and ensure that all staff who are able to work from home continue to do so. Their health, safety and wellbeing remains paramount in supporting them away from the office and continues to be delivered through:</p> <ul style="list-style-type: none"> • Working from home workstation guidance and support on our intranet pages to provide a safe and healthy work station • Easy access to IT equipment (laptop risers, keyboards, mice and headphones) • Specific workstation assessment support where further advice is required through the Health and Safety Team • Wellbeing support and guidance, regular ‘tea and talk’ sessions hosted by our Mental Health First Aiders, Health and Wellbeing events with access to virtual wellbeing sessions and support for managers to conduct regular ‘check ins’ with their teams.
<p>COVID-19: Making our Trafford Buildings and Services COVID Secure</p>	<p>Measures to ensure our buildings and other settings are and remain COVID secure to protect our front line staff.</p>	<p>We continue to monitor and review the COVID Secure arrangements in place for colleagues and partners occupying our buildings.</p> <ul style="list-style-type: none"> • Occupancy levels within our buildings are currently strictly limited to essential front facing services only • Face coverings are now required for all staff when moving through our buildings or within meeting rooms with others • Social distancing arrangements remain in place through one way systems, restrictions on desk use and managing occupancy in kitchens, toilets and meeting rooms. • Increased cleaning regimes and hand hygiene arrangements are in place <p>COVID arrangements at our main administrative buildings are reviewed on a monthly basis. Communications on the arrangements continue to be issued on our intranet pages and via staff and manager briefings</p>
<p>Rapid Testing and Test and Trace arrangements</p>	<p>Supporting our front line services with access to rapid testing and test and trace arrangements</p>	<p>Through our Public Health Team and supported by the Health and Safety Service, COVID rapid flow testing arrangements at Trafford Town Hall within 'The Terrace' have been operating since January. Delivered by the military, rapid testing is now available for key front line staff as well as other targeted cohorts to help prevent outbreaks and provide assurance for front line staff.</p> <p>Council staff are being trained by the military to continue to deliver this service within Trafford.</p> <p>Test and Trace processes also remain in place to respond to cases of COVID in the workplace and prevent spread of the virus.</p>

Health, Safety and Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
COVID-19: Staff at Greater Risk	Protecting our staff at Greater Risk of COVID-19	<p>We continue to review the Government guidance for persons who are ‘Clinically Extremely Vulnerable’ and ‘Clinically Vulnerable’.</p> <p>Trafford guidance for services and for schools has been regularly updated and communicated to support Service Leads and Head Teachers through the individual risk assessment process to identify and consult with staff at greater risk and how they should be supported with any additional protective measures.</p> <p>Clinically Extremely Vulnerable staff are currently advised to not attend the workplace and all colleagues are supported to work from home where possible.</p>
COVID-19: Schools Support	Supporting our schools in their COVID-19 arrangements	<p>Schools have continued to be supported during lockdown to manage COVID risks for teaching staff and pupils. Measures have included:</p> <ul style="list-style-type: none"> • Support in the introduction of rapid flow testing arrangements within Primary and Secondary Schools. Template risk assessments have been developed and a Schools COVID Testing Group meets on a weekly basis. • Overarching risk assessment templates have been refreshed and provided for schools to review their arrangements • Regular update communications are provided through the schools e-bulletin and at schools Headteacher forums • Ongoing advice and guidance is available through the Schools Health and Safety SLA.
COVID-19: Elections	Delivery of COVID Secure Elections	<p>The Health and Safety Team is working closely with Elections colleagues to deliver COVID Secure Elections in May. This will include arrangements for appropriate social distancing, hygiene/cleaning, and PPE where needed at polling stations, the postal vote and count.</p> <p>Trafford has health and safety representation on a GM Health and Safety Elections Sub Group where a range of range of template risk assessments, checklists and guidance have been produced.</p> <p>The Health and Safety Team are now working closely with the Elections Service to ensure that the COVID Secure arrangements are fully integrated into the Election Planning process to protect staff, volunteers and the public.</p>

Health, Safety & Well Being

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>COVID-19: Health and Wellbeing Support</p>	<p>Supporting the wellbeing of our colleagues during the pandemic</p>	<p>Having started the year in exceptionally challenging times under the current lockdown restrictions, now more than ever we need to support the physical and mental wellbeing of our workforce.</p> <p>As part of that support the Council and CCG teamed up to provide Health and Wellbeing Week – 25-29 January.</p> <p>A variety of virtual sessions were provided in the week including:</p> <ul style="list-style-type: none"> • Mindfulness Session – taking time out to relax and concentrate on the moment • Tea and talk sessions – Hosted by our Mental Health First Aiders and open to all to take some time out and have a supportive chat with colleagues. • Sleep Well Online Workshop – Helping colleagues to sleep better for improved rest and recovery • Active Home Working – Tips to work from home in a way that is less sedentary and encourage a more active working approach • Managing Stress Workshop - tools and techniques to help improve day-to-day prevention or management of the symptoms of stress <p>There was also key information provided everyday under the key themes of healthy lifestyle, mental wellbeing and musculoskeletal health including:</p> <ul style="list-style-type: none"> • Links to our health and wellbeing resources • Launch of the EPIC Promise and sharing of CLT’s challenges from working from home and hopes and aspirations for 2021. • Further opportunities for physical activity and exercise including virtual sessions with Trafford Leisure • Healthy lifestyle information with links to a range of health assessment tools and advice to improve your physical and mental health • Some fun activity challenges to encourage colleagues to keep active and healthy during lockdown



Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Management & Leadership Development	<p>EPIC Manager Virtual Programme Supporting Managers to be EPIC.</p>	<ul style="list-style-type: none"> • We have continued to implement the outputs of the 6 monthly review of our EPIC manager programme. Our Intranet pages have been refreshed to reflect the new offer at Trafford to support colleagues with their development of skills, knowledge and behaviour to be an EPIC manager here at Trafford. These will be launched over the forthcoming weeks. • We have launched our “Change Management” for managers and an additional session for all colleagues. The sessions explore the psychology of change, acknowledge the feelings and behaviours that may occur and how to move forward in making, accepting and embedding change situations from a manager and individual perspective. All sessions are currently fully subscribed. • We will launch our Micro Learn sessions in March/April 2021. These 45 minute bite-sized sessions will focus in on specific leadership/management theories and concepts, allow subject matter experts from the Council to provide updates and insights on key legislation or policy and create discussion forums on best practice approached to wellbeing and equality and diversity.
Management & Leadership Development & Succession Planning	<p>#LEAP Programme Supporting individuals who aspire to step up make an EPIC LEAP into management.</p>	<ul style="list-style-type: none"> • The LEAP Management Programme has been designed in partnership with Salford City College and is aimed at aspiring managers who wish to take a Leap into Management in the near future and/or new managers who are in their first line management role. • The programme will take 18 Months to complete and colleagues who undertake the apprenticeship will be awarded the Level 3 Team leader apprenticeship and an Institute of Leadership and Management Qualification (ILM). • Colleagues will access a mix of engaging content and intensive support and management and leadership skills development that will help you to Learn, Engage, Apply and Perform effectively as a new manager at Trafford. • We have delivered 2 information sessions as part of National Apprenticeship Week and are aiming to start our first pilot cohort in April.
Personal Development & Health & Wellbeing Support	<p>Coaching provision At Trafford Supporting colleagues to develop and grow.</p>	<ul style="list-style-type: none"> • In line with our people strategy objectives and acting upon feedback from our b-Heard engagement survey we are developing our coaching offer for managers and colleagues. • We have launched our Coaching Apprenticeship during National Apprenticeship Week. The apprenticeship will take 12-18 months to complete and colleagues will be awarded an ILM certificate in Coaching. • Our pool of qualified coaches will then support us to coach colleagues with their personal and professional development. We currently have 4 colleagues undertaking this qualification. • Equally it is important that all line managers have coaching as part of their management toolkit and so we are designing training in day to day coaching skills and practice for managers as part of our EPIC manager programme

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Health & Wellbeing	Creation of a variety of “How To Guides” and training to support colleagues to remain healthy and productive in this new environment.	<ul style="list-style-type: none"> We are redesigning our intranet pages so that all colleagues have a “one stop” shop by which to access all Health and Wellbeing resources. Our “how to guides” and resources continue to be available to colleagues whilst we work behind the scenes to reshape our intranet pages. As an enhancement to our wellbeing offer we will shortly be in the position to offer individual coaching to colleagues who may require support to maintain their psychological wellbeing during these current times. This coaching will be a confidential space for colleagues to offload the demands of whatever they are experiencing and be supported to develop practical strategies for dealing with these.
Induction	Creation of a more streamlined induction to support and ease the pressure on managers.	<ul style="list-style-type: none"> We continue to support with the “virtual induction” of colleagues joining us at Ascot House, and are now supporting the new ‘Resource Hub’ with the induction for contact tracing, vaccination programme, and related administrative roles. The induction include a welcome guide for all new starters, to introduce them to Trafford and their new role. The welcome guide also outlines the key e-learning and policies they are required to complete, either virtually or in their work setting. Alongside the welcome guide we have refreshed the Managers induction and New starter induction checklists.
Kick-Start	Supporting 16-24 gain meaningful high quality placements and job opportunities.	<ul style="list-style-type: none"> Our application to the DWP has been successful and we have been accepted to offer 11 external and up to 27 internal placements. We have engaged with the employers offering external placements to discuss start dates and support they require. Two employers are currently closed due to the lockdown however one is keen to start the recruitment process now. Due to the current lockdown we have moved our internal start date to 3rd May. This will allow us to offer pre placement support to all applicants and ensure our wrap around offer is in place.
Member Development	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> Members at development steering group approved to a proposal of an annual advanced programme of learning opportunities in the member calendar, to provide a series of learning events in key areas of members’ roles.
Learning Management System	Upgrade of the LMS to incorporate self-service	<ul style="list-style-type: none"> We are working to deploy an upgrade to the council’s Learning Management System which will allow staff to use the ‘self-service’ functionality. This functionality will allow colleagues to book and manage their own learning events and records, it will also reduce administration, and greatly enhance the learner experience.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Engagement	Supporting, designing and delivering Let's Talk sessions for leaders and colleagues.	<ul style="list-style-type: none"> • Let's Talk Events - We continue to support the organisation and delivery of our Let's Talk sessions to all colleagues and leaders. Our Last session was delivered in December 2020 to leaders and our first events in 2021 will take place at the end of February. • We have set and advertised the 2021 programme so that colleagues can pre-book their place on sessions. We are also working on designing our first Let's Talk intranet page which will house details about forthcoming events, copies of presentations and feedback from each of the sessions. • The above intranet page will feature under "employee engagement" and will share all the many ways that colleagues can get involved and feedback at Trafford. E.g. Engagement Survey, Let's Talk Events, Staff Forums and Pioneer Network.
Engagement & Reward/Recognition at Trafford 2020	Recognising, Thanking and Celebrating the Achievements of our Colleagues	<ul style="list-style-type: none"> • We delivered our virtual "Time to Shine" event on the 02 December, attended by over 150 colleagues, members of CLT, the leader of the council and other party leaders. • The event was warmly received by colleagues "A great event, lovely to see so many people recognised for their hard work. It really cheered me up!", "What an uplifting event its so lovely and puts everything into perspective" and "Great virtual event in this strangest of years and fantastic that the great staff of Trafford are truly recognised" were some of the many comments received at the end of the event. • A post Time to Shine "lessons learned" session was held in January to ensure that we capture learnings for future events and to help shape our Employee Recognition Awards in 2021. • We are now planning our Long Term Service Awards, to recognise all those colleagues who have served 25 years in 2020 at Trafford. This virtual event is in its planning stages and will be held in March 2021.
Developing and Performance Culture	Continue to support managers and colleagues with their check-in conversations .	<ul style="list-style-type: none"> • We continue to deliver our suite of training to support managers and colleagues to engage in productive conversations and make the most out of their Check-ins. Training is now scheduled and delivered monthly. • We have also developed a new on-line form for colleagues to complete to submit their learning and development needs electronically rather than manually. • This new form will enable us to review at the 2 mandatory windows where check-in's are taking place and where we need to focus support in the future. • The form also asks colleagues to share their satisfaction with the quality of their check in conversation so we can tailor future training and coaching support with managers where required.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Children's Services	Supporting CS redesign project	<ul style="list-style-type: none"> • We continue to work alongside the project team with the service re-design and provide on-going support to Senior Leadership Team with regards Organisational Development interventions. • We have worked on producing a timeline of support and interventions to work with the re-design timetable including offering workshops in change management for both managers and all colleagues and these are scheduled into quarter one. We are also ensuring that our Values Based Recruitment training is available. • We are working alongside HR we are contributing to a redeployment offer which will include, for example, interview skills training. • We are also contributing to the development of the Children's ambitions work having provided and signposted to health and wellbeing interventions, continued with additional technical training workshops and also worked with the GM Resilience hub to source some specific work on managing trauma whilst working from home. • We're also working with Children's colleagues to develop positive interventions for World Social Work day on 16 March.
CCG Support	OD Support for CCG colleagues	<ul style="list-style-type: none"> • We are continuing to work with CCG managers in developing a people plan and have presented the current offer available and under development at the CCG colleague forum in late January which was well received. • We've also connected with NHS North West Leadership Academy to ensure that the wider NHS health and wellbeing offer is shared with CCG colleagues. • We continue to contribute to the Friday briefing updating on training interventions and key community support available for staff and managers and are developing learning and development intranet pages for the CCG to signpost our existing Trafford offer; and are also working alongside HR in reviewing the Check-in development plans and mapping learning needs.
Equality & Diversity	Embedding ED&I into the learning offer at Trafford	<ul style="list-style-type: none"> • We met with colleagues from our Staff forum groups in January with the aim of forming a working group to help shape and support the learning offer at Trafford. • There were a number of actions identified including publishing an annual diversity calendar and schedule of events that we wish to celebrate and promote, as decided by and lead by the forum groups. • The group will also support in shaping the programme of micro-learn sessions from an EDI perspective, alongside feeding into the content of the training sessions for colleagues and leader modules, outlined in our equalities strategy.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Updating COVID-19 FAQs and dealing with policy queries	At the early stage of the pandemic a comprehensive set of FAQs was developed. These have been updated as different issues have become more pertinent.	<ul style="list-style-type: none"> An initial set of FAQs was created for staff and managers in the Council and schools, informed by the HR COVID-19 mailbox. Continued updating of FAQs when required. COVID-19 related policy queries being answered for the Council and schools.
Workforce returns	Information provision regarding the impact that COVID-19 is having on staff availability both internally and also for external returns.	<ul style="list-style-type: none"> Several reports being provided for different audiences - all are either on a weekly basis or more frequently. Reports are informing national public sector workforce impact of COVID-19. Understanding of which services most impacted by COVID-19 related absence. Production of a weekly workforce availability/resourcing report for RCG.
Updated guidance and policy positions related to the COVID-19 response	A suite of guidance documents has been produced during the pandemic. These have all required updating as the position has changed.	<ul style="list-style-type: none"> Furlough guidance for schools. Guidance on balancing work and care commitments. Guidance on pay for casual workers affected by the pandemic. Supporting employees and family members at greater risk of Covid-19 Agreeing Critical Worker status.
Voluntary Severance Scheme	Offer to employees of Voluntary Severance scheme in September 2020 with agreed leaving dates of either 31 st March 21 or 30 th September 21. This has given staff the opportunity to explore options outside the Council and also provide savings for the Council.	<ul style="list-style-type: none"> Voluntary severance scheme created and employees had the opportunity to apply by 30th October. The implications of the new public sector exit pay cap of £95k and linked proposed pension scheme reform were communicated to staff, with the option to withdraw as a result. Application outcomes communicated to staff in December – three groups: release agreed; decision deferred, and; release not agreed. For those that have had decision deferred HR will revisit applications as service changes progress through 2021. 42 employees had release agreed and we are working through arrangements for Settlement Agreements to be issued. Decision being made regarding how to progress those affected by the pension reform which has been delayed until at least April.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Leave Purchase Scheme	This is an annual scheme that gives employees the opportunity to purchase up to 10 days of leave per annum (pro-rata for part-time staff).	<ul style="list-style-type: none"> The scheme was open to applications from November 2020 until the end of January 2021 with regular communications to staff during the period. Circa 250 staff opted to buy some additional leave for the year 2021/22. This will generate savings for the Council which will be captured by Finance.
Job Evaluation	To ensure fair pay the Council undertakes job evaluation on new and changing roles and we also offer a service to schools.	<ul style="list-style-type: none"> Supporting several schools which income generates – including a school who are moving their support staff onto the Council's JE scheme. Supporting with assessment of banding for temporary roles to support the pandemic response. Responding to an increase in volume of roles to be evaluated due to service redesign late 2020 and which will continue through 2021.
Trade Union service for Schools.	The Council has an arrangement in place whereby schools can access TU support (both for teachers and support staff) via buying into a pooled arrangement managed by the Council.	<ul style="list-style-type: none"> Price per pupil for TU service for both teaching and support staff calculated – decrease in the cost for the teaching price and the price for support staff remained the same. Trafford controlled primary schools have the option to de-delegate their budget to buy in teaching TU support via the Funding Forum. In the January meeting the prices were communicated and they agreed to do so for 2021-22. Trafford controlled primary schools can opt to buy the TU support staff service and all other schools can buy a package of TU support for both teachers and support staff. The service level agreement is being communicated to schools and will go on the Trafford Services for Education website where schools can go in and view the service offered and purchase it.

HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
BAU: ER Casework	Response to, and progression of, employee relations casework to support employees and managers	<ul style="list-style-type: none"> • Responding to new, emerging casework. • Supporting and advising managers to progress. • Liaison with external authorities, as applicable. • Open and continued dialogue with trade unions
COVID19 : ER Casework	Continue to support services in expediting and concluding case work paused due to Covid-19.	<ul style="list-style-type: none"> • Progression and closure of all ER casework affected by CeCOVID19 – 1 remaining • Facilitation of alternative, appropriate IT/media platforms to employees to engage effectively in HR processes • Open and continued dialogue with trade unions
BAU: Service Level Agreements	Review of current HR SLA's for 20/21	<ul style="list-style-type: none"> • Ongoing review and development of SLA offer for schools and traded services for HR Consultancy, with effect from 01 September 2020 • Development of user guide for schools to aid purchase of SLA's • Review and delivery of CCG SLA
Service Redesign & TUPE	Continue to support the modernisation and transformation of services	<ul style="list-style-type: none"> • Supporting internal service re-design activities across all Directorates across the Council • Supporting TUPE activity
Training	HR Updates	<ul style="list-style-type: none"> • Development of 'virtual' briefings for senior leaders in schools during COVID19 period • Individual support to new/inexperienced Managers with ER casework • Supporting the development of Manager guidance/training package

GM Resource Hub

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Re-mobilisation of GM Resource Hub	To provide a temporary solution to an immediate staff resource crisis as a result of COVID-19	<ul style="list-style-type: none"> • As a result of the Social media campaign we received over 250 CVs and carried out a skills match and analysis which has expedited the recruitment process. • Introduction of a vacancy clearance process for COVID 19 temporary resources to ensure vacancies are filled internally where possible. • Recruited a pool of COVID Business Administration staff to provide resources that can be deployed to a number of critical areas e.g. mass testing, shielding, contact tracing and community engagement. • Liaison with line managers to identify staff shortages / future demand and skill set required. • Templates for communications to employee and line/recruiting managers confirming revised temporary working arrangements. • Creating and maintaining a list of casual and volunteers and link in with voluntary sector as appropriate. • Dedicated phone line and email address facility for managers and employees. • Agree and implement appropriate pay principles and process for payment. • Use of business intelligence and existing relationships to proactively explore possible deployments. • Liaising with Trafford Leisure to identify staff that we can deploy into our services on a casual or temporary basis where there is a requirement and a skills match. Temporary resource from Trafford Leisure working in Bereavement Services. • Supporting Information Governance to identify temporary resources to support the Elections • Contacting STOP GAP casual Teachers with the aim of deploying them to areas where there is an urgent resource requirement e.g. to support mass testing/vaccinations, elections.
BAU: Recruitment	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> • Introduction of an updated vacancy authorisation process to ensure all vacancies are filled internally whenever possible. • Development of guides to assist managers when recruiting virtually. • All interviews and assessments are now carried out via Teams. This is working well as managers become more confident with this way of working. • Successfully administered assessment centres with large panels for director level roles. • Content of GreaterJobs Trafford pages updated to show applicants what it's like to work at Trafford.

Workforce Reform

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Trafford Recovery & Locality Plan / Integrated Care System</p>	<p>Development of workforce strategy and priorities to enable delivery of the Trafford Recovery & Locality Plan – Health & Social Care</p> <p>Delivery of Workforce Transition Work stream of the Integrated Care System Programme</p>	<ul style="list-style-type: none"> • On 1st February the Trafford Locality Workforce Group agreed the collective priorities for 2021 as (1) Integrated Care System (2) Health and Wellbeing (3) Virtual Workforce Information System implementation. This Group have really mobilised and are now meeting on the last Thursday of every months to drive forward collective workforce strategies for he Trafford Health and Social Care workforce. • As referenced, we are progressing with the implementation of a Virtual Workforce Information System (VWIS) that consolidates workforce data from Trafford Council, MFT, GMMH and the PCN in Trafford, to provide a Locality workforce consolidated dashboard of information, which will during the course of 21/22 lead to Locality based strategic workforce plans. • We have supported the CCG to develop an Organisational Change Policy, ahead of the ICS transformation programme. The Policy during has now been fully approved and is ready to be launched. • We have developed a further 2 Policies for the CCG that underpin the Organisational Change Policy, (1) Pay Protection (2) Redeployment. These are at the point of Trade Union consultation and will then go to Remuneration Committee, Governing Body and Colleague Forum with an aim to launch them in March 2022. • We have supported a range of organisational structure changes at the CCG that lend to the future direction of travel and aim to provide resilience within structures during the period of transition. • We are leading from a workforce transition perspective on the Integrated Care System transformation, with a seat at the weekly SLT Programme Board, and a place on the LCO work stream providing advice, guidance and recommendations relation to the broad programme of work.