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**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 28 June 2021

Time: 5.00 p.m.

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

Due to Covid 19 restrictions public attendance will be by registration only. If you would like to attend as a member of the public please contact the Governance Team at democratic.services@trafford.gov.uk or contact the Governance Officer using the details below no later than 4.00p.m. Friday 25 June 2021.

A G E N D A	PART I	Pages
1.	ATTENDANCES	
	To note attendances, including Officers and any apologies for absence.	
2.	COMMITTEE MEMBERSHIP 2021/22	1 - 2
	To note the Membership of the Committee, including the appointment of Chairman and Vice Chairman, for the 2021/22 Municipal year as agreed by Council 26 May 2021.	
3.	COMMITTEE TERMS OF REFERENCE 2021/22	3 - 4
	To note the Terms of Reference of the Committee for the 2021/2 Municipal year as agreed by Council 26 May 2021.	
4.	MINUTES	5 - 12
	To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 1 March 2021.	
5.	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	

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p.m. on the working day prior to the meeting. Questions must be relevant to items appearing on the agenda and will be submitted in the order in which they were received.

6. 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.

7. PEOPLE UPDATE APRIL - JUNE 2021

13 - 30

To receive an update from the Corporate Director of Strategy and Resources.

8. AGENCY SPEND 12 MONTH REPORT 2020/21

31 - 42

To receive a report from the Corporate Director of Strategy and Resources.

9. TRAFFORD'S SMART WORKING APPROACH

43 - 50

To receive a report from the Corporate Director of Strategy and Resources.

10. CORPORATE DIRECTOR PORTFOLIOS

To Follow

To receive a report from the Corporate Director of Strategy and Resources.

11. INTERIM LEADERSHIP ARRANGEMENTS

51 - 56

To receive a report from the Corporate Director of Strategy and Resources.

12. SALARY AND BENEFITS PACKAGES IN EXCESS OF £100,000

57 - 60

To receive a report from the Corporate Director of Strategy and Resources.

13. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

Verbal
Report

To consider a verbal report of the Director of Human Resources.

14. EXCLUSION RESOLUTION (IF REQUIRED)

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.

SARA TODD
Chief Executive

Employment Committee - Monday, 28 June 2021

Membership of the Committee

Councillors J. Bennett (Chair), A.M. Whyte (Vice-Chair), D. Acton, C. Boyes, J. Holden, D. Jarman, S. Longden, D.C. O'Sullivan and A.J. Williams.

Further Information

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

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This agenda was issued on **Friday, 18 June 2021** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

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TRAFFORD COUNCIL

MEMBERSHIP OF COMMITTEES 2021/22

Note on Membership: Members of the Employment Committee will also be appointed as representatives of the Council (Employer's Side) on the Joint Consultative Panel.

COMMITTEE		NO. OF MEMBERS	
EMPLOYMENT		9	
LABOUR GROUP	CONSERVATIVE GROUP	LIBERAL DEMOCRATS GROUP	GREEN PARTY GROUP
Councillors:	Councillors:	Councillors:	Councillors:
David Acton Joanne Bennett CH David Jarman Steven Longden Dolores O'Sullivan Amy Whyte V-CH Aidan Williams	Chris Boyes OS John Holden	-	-
TOTAL	7	2	0

Substitute Members:

<i>vacancy</i>	Michael Whetton	-	-
(1)	(1)	(0)	(0)

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EMPLOYMENT COMMITTEE

The Employment Committee shall consist of at least 9 members and be established in accordance with the political balance of the Council and shall have a quorum of 3 members.

The Employment Committee shall meet at least quarterly and also when convened by the Monitoring Officer.

Terms of Reference

1. To determine and keep under review collective and corporate terms and conditions of employment.
2. To approve the Council's draft Pay Policy Statement prior to recommendation to full Council for approval and adoption.
3. To keep under review the consistent and lawful application of the Councils Pay Policy and publication requirements in respect of transparency of pay, termination payments and audit responsibilities.
4. Except in exceptional circumstances, to approve the job description, salary and benefits for Chief Officers prior to appointment.

(exceptional circumstances to be determined by the Proper Officer in consultation with the Chair of the Employment Committee.)
5. To approve any decisions for the re engagement or reemployment of former Chief Officers.
6. To consider and determine decisions about the recovery of exit payments or overpayment of pension for Chief Officers.
7. To consider any matter referred to the Committee by the Head of Paid Service or Corporate Director of People.
8. To consider, approve and adopt any new or significant revision to existing corporate human resources strategies and policies in so far as they relate to the appointment, terms and conditions of employment and dismissal of staff.
9. To determine any other matters relating to the appointment, terms and conditions of employment, severance and dismissal of staff which are neither covered by policies of the Council, required to be decisions of full Council nor delegated to Officers under the Scheme of Delegation.
10. To review proposals for severance payments in excess of £100,000 prior to consideration of the proposals by full Council.

Delegation

The Executive Member with responsibility for Strategic HR and the Corporate Director of People will notify/keep the Employment Committee informed of all other relevant HR related issues, as required.

In exercising the above powers and responsibilities, the Employment Committee shall have delegated power (subject to Council Procedure Rule 9 - Call-in of Decisions taken under Delegated Powers) to make decisions on behalf of the Council, except for any matter where:

- the Head of the Paid Service determines the matter should be considered by full Council, or
- the Council has resolved to determine the matter

[Note: The Committee may itself determine not to exercise its delegated powers and instead make recommendations to Council.]

EMPLOYMENT COMMITTEE

1 MARCH 2021

PRESENT

Councillor J. Bennett (in the Chair).

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

In attendance

Sara Saleh	Corporate Director of Strategy and Systems
Angela Beadsworth	Head of Workforce and Core Strategy
Kate Sturman	Strategic HR Lead Policy, Reward and Intelligence
Bev Norton	Head of HR Operations
Emma Sharples	Solicitor (Corporate & Commercial)
Richard Fontana	Strategic HR Lead for Health, Safety and Wellbeing
Louise Gelder	Organisational Development & Skills Manager
Sarah Eckersley	HR, OD and Skills Officer
Alexander Murray	Governance Officer

APOLOGIES

Apologies for absence were received from Councillors B. Rigby

27. MINUTES

RESOLVED: That the Minutes of the meeting held on 7 December 2020 be approved as a correct record.

28. QUESTIONS FORM THE PUBLIC

No questions were received.

29. TRAFFORD COUNCIL KICKSTART SCHEME

The Corporate Director of Strategy and Resources introduced the item. The Committee were reminded that they had been informed in 2020 that Trafford were applying to become a gateway employer for the Kickstart programme. The Corporate Director of Strategy and Resources went over what the programme was about and how it could aid the young people in Trafford before handing over to the Organisational Development (OD) & Skills Manager and the HR, OD and Skills Officer to update the Committee on the developments since the last update.

The OD and Skills Manager explained that the Kickstart fund was a two billion pound programme to create high quality six month work placements for sixteen to twenty four year olds claiming universal credit. Kickstart opportunities were not to replace any existing placement or apprenticeship opportunities within an organisation and the Council had been careful in the way they supported the opportunities both internally and externally to ensure this was upheld. Trafford's application to be part of the Kickstart programme was signed off in December

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1 March 2021

2020, which gave Trafford the ability to create thirty eight placements. The placements were due to start in May and each placement was to be for six months with twenty five hours of work per week. The government would pay the wages of each young person on the programme. In addition to wages, £1500 was awarded per placement to provide wrap around support and a further £360 provided for administrative costs. Once a placement was ready the job centre's work coach would send through applications and the Council would look at how to utilise the opportunities available to prepare the young people for work.

The HR, OD and Skills Officer gave the Committee an overview of the Kickstart placements that had been agreed both internally and externally for the first cohort of young people. There had also been progress in preparing placements for the second cohort of young people. The Council were utilising the skills of the organisational development team alongside the Council's e-learning platform to provide the young people with the wrap around support they required to succeed within their placements. Each young person would have a personalised action plan to help them address any areas where they required further development and the Council were using their connections with learning organisations to provide additional training where needed. The Council were also working in partnership with Trafford College to provide young people with an offer of a two week pre-Kickstarter placement which would provide them with training in areas including CV writing, interview preparation, how to work remotely, and how to make a good impression. The strategic growth team had received agreement for a working wardrobe to ensure the young people had what they needed for interviews. Support was also to be provided to the managers and teams providing the placements. It was hoped that some of the Kickstart placements would link into apprenticeships within the Council.

The HR, OD and Skills Officer gave the Committee an update on the Council's apprenticeships. Since the Apprenticeship Levy was introduced on the 1st April 2017 the Council had 302 apprenticeship starts. There were two types of apprenticeship offered by the Council. The first were upskill apprenticeships, which were available to all staff, and the second were EPIC Apprenticeships, which were for entry level apprentices. There had been forty four entry level apprentices so far and twelve of those had gone on to full employment within the Council. The Coaching Professional apprenticeship had just begun and had seen an excellent level of uptake. A leap into leadership apprenticeship was due to be launched in the coming months and the Committee were informed that three EPIC Apprentice positions were to be offered within exchequer services. The HR, OD and Skills Officer offered to provide a more detailed report on apprenticeships within the Council.

Following the update Councillor Thompson asked whether the Kickstart positions were being offered to care leavers, whether there were any other disadvantaged groups who would be offered positions, and if the Council were tracking the demographics of those who received Kickstart positions. The OD and Skills Manager responded that the Council were not in control of which applications the job centre sent but they would ensure a fair approach was taken with the applications they received. The Council had been raising awareness of the

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Kickstart programme among care leavers so they were prepared to apply for the opportunity.

Councillor Holden asked how young people find out about Kickstart to be able put themselves forward for the programme. The OD and Skills Manager responded that the Department for Work and Pensions (DWP) and the Council were looking to arrange information sessions to increase awareness of the programme among young people. The Corporate Director of Strategy and Resources added that the Council were doing all they could to increase awareness of the programme through staff and services. The Council were also working with DWP so that they were aware of the opportunities available in Trafford and the desired requirements in the Kickstart placements. The Council were hoping to implement a Trafford first approach and to be able to offer as many opportunities to Trafford residents as possible.

Councillor Acton asked how the Council would monitor placements outside of the Council. The HR, OD and Skills Officer responded that the employers that were part of the scheme already had strong working relationships with the Council. Once the young person was placed with an employer the Council would be in regular contact with both the young person and the employer and the HR, OD and Skills Officer would act as the first point of contact for them. The wrap around offer would be provided to both internal and external placements through which the Council would be able to monitor young people's progress.

The Chair asked whether there were any possible deterrents for young people in applying for the scheme if they did not complete the whole six month placement. The Corporate Director of Strategy and Resources responded that there would be no penalties for the young person if they did not find employment after the six month and that it would not impact their ability to claim unemployment benefits.

The Chair asked if the placements did not work whether the young person would be able to switch placements. The HR, OD and Skills Officer responded that everything would be done to try and ensure a placement worked but the young person could go back to DWP and apply for another placement if necessary.

RESOLVED:

- 1) That the update be noted.
- 2) That a report on the Council's apprenticeships be brought to a meeting of the Committee in the 2021/22 municipal year.

30. TRAFFORD COUNCIL'S PAY POLICY STATEMENT 2021/22

The Corporate Director of Strategy and Resources introduced the report and asked the Committee to note the amended figures which had been provided on that day due to an inaccuracy within section 15 of the report having been identified.

The Strategic HR Lead Policy, Reward and Intelligence gave an overview of the report that had been circulated with the agenda. There had been an interim appointment at chief officer level to bring in expertise for the Covid 19 outbreak

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management programme and recovery work. The lowest salary rate within the Council was £9.44 per hour which was above the real living wage until it was increased in November 2020 from £9.30 to £9.50 and so this was corrected at the meeting. The Strategic HR Lead Policy, Reward and Intelligence explained Trafford were on course to meet the real living wage with the minimum wage increase that had been proposed by the government.

The Pay Policy Statement looked at the ratio of wages at different levels within councils. The ratio between the top and median wage in Trafford had remained at 1:6.92. The ratio for an average chief officer wage and lowest wage was 1:5.76 which showed a slight change from the previous year.

The Strategic HR Lead Policy, Reward and Intelligence shared their screen to display the updated gender pay gap figures with the adjustments highlighted in yellow. The Council's mean gender pay gap was 9.75% and the median pay gap was 15.46%. There were a number of factors that impacted the gender pay gap with the main ones being; the levels of part time and full time employment, the proportion of women attracted to the lower paid in house services (whereas the lower paid services which attracted men were not delivered in house), and the ageing workforce (as the pay gap increased when looking at employees over 40). When compared to the previous year's figures the Council had seen a reduction in the gender pay gap from 10.76% mean and 20.55% median. Strategic HR Lead Policy, Reward and Intelligence informed the Committee that further work would be done focusing on the gender pay gap among full time workers. It was expected that as the Council moved towards more agile working arrangements following the pandemic that the gender pay gap would decrease.

Following the update Councillor Boyes asked what the demographic and role of the Council's median wage workers were. Strategic HR Lead Policy, Reward and Intelligence did not have the figures to hand but would share them with Councillor Boyes after the meeting.

RESOLVED:

- 1) That report be noted and recommendations agreed.
- 2) That information on Median Wage Workers be provided to Councillor Boyes.

31. UPDATE ON THE VOLUNTARY WORKFORCE PROPOSALS

The Corporate Director of Strategy and Resources introduced the report which followed on from the reports in September and December concerning proposals to offer staff more agile working arrangements and allow the Council to generate savings. Three options were made available to staff members which were; voluntary severance, a nine day working fortnight, and a leave purchasing scheme. The three schemes closed in October 2020 and the Council were poised to enact the outcomes.

The Strategic HR Lead Policy, Reward and Intelligence informed the Committee that there had been one hundred and ninety six applications for voluntary severance of which forty two had release agreed. Of those twenty two elected to

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leave in March and twenty elected to leave in September. A further thirty one applications had the decision deferred as the decisions panel felt that they were not in a position to confirm release at that time, but there was potential for those staff members to be released in the future. The positions of those thirty one staff would continue to be monitored in light of changes throughout the organisation and release those staff if it became feasible to do so. Since it was agreed to defer the thirty one applications four had been agreed and the staff would be leaving at the end of March. The remaining applications were declined or withdrawn and all staff who applied received notification of the outcome in December through a meeting with their line manager and a formal letter.

It had been expected that pension reform would be in place in January or February 2021 and impact those who left in March. However, the legislation was revoked in February 2021 and so the exit pay cap and pension reform did not take place. HR will continue to monitor the situation regarding a future pay cap and pension reforms.

The flexible working scheme had seven applications agreed and a further nine were ongoing. The Strategic HR Lead Policy, Reward and Intelligence informed the Committee that staff could apply for flexible working arrangements at any point in time so staff who did not apply during the scheme still had the option available to them.

The voluntary leave scheme had two hundred and forty four employees purchase leave at an average of six days per employee. Overall it was a decrease on the amount of voluntary leave bought in the previous year, but this had been expected due to a decrease in people taking leave and an increase in staff banking leave.

Following the update Councillor Thompson asked how the people who applied for voluntary severance were spread across the directorates and whether the numbers applying raised any concerns. The Strategic HR Lead Policy, Reward and Intelligence responded that applications had been received from across all areas of the Council and there had not been any cause for concern.

Councillor Boyes asked whether there would be any increased contributions that the Council would have to pay following the delay in pension reform. The Strategic HR Lead Policy, Reward and Intelligence responded that they were not aware of any additional payments required but would check with finance.

RESOLVED:

- 1) That the report be noted.
- 2) That the Strategic HR Lead Policy, Reward and Intelligence check whether the Council are required to make any additional payments due to the delay in pension reform.

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

The Corporate Director of Strategy and Resources introduced the report and informed the Committee that the Council's ability to recruit to a number of vacancies had been impacted by the pandemic, primarily due to a general stagnation within the job market. Those difficulties had translated into an increase in agency spend.

The Strategic HR Lead Policy, Reward and Intelligence went over the salient points of the report. The total spend across the organisation during the period had been £1,114,787 which represented an increase of around £50,000 from the previous quarter. There continued to be national pressure around the recruitment of social workers within children's services. There had been a number of in house initiatives to help increase the numbers of social workers within both adults and children's services but they had not managed to deliver a sufficient increase in recruitment so far. These pressures seemed to be increasing across the Council with each directorate seeing an increase in agency spend, with the exception of the Finance and Systems Directorate. Work was ongoing with agencies to ensure the best candidates were found for positions and the resourcing team were working to improve stability within the workforce. The Strategic HR Lead Policy, Reward and Intelligence noted that the Committee had previously requested to look at the proportion of the Council's budget that agency spend represented and informed the Committee that the figures would be included within the annual report, which would also include the previous year's data for comparison.

Following the overview Councillor Boyes asked how many days of work the £12,511 spend within the Place Directorate represented and in what capacity. The Strategic HR Lead Policy, Reward and Intelligence responded that spend on agency staff within the Place directorate related to key roles within the planning team and some roles within Economic Growth. Regarding that particular amount the Strategic HR Lead Policy, Reward and Intelligence would have to look into the Council's data and respond to the Councillor after the meeting. Councillor Boyes asked that the data be split into Planning and Economic Growth when it was provided.

Councillor Cordingley asked whether other authorities saw similar seasonal increases in demand as Trafford. The Corporate Director of Strategy and Resources responded that the Council did benchmark themselves against the other Greater Manchester Authorities and they were all struggling with staffing.

Councillor Holden raised a question relating to a specific individual. The Strategic HR Lead Policy, Reward and Intelligence responded that the question would have to be addressed after the meeting.

RESOLVED:

- 1) That the report be noted.
- 2) That responses be provided to Councillor Boyes' and Councillor Holden's questions.

33. WORKFORCE UPDATE

The Corporate Director of Strategy and Resources introduced the report. As the Committee had time to read the update prior to the meeting the Strategic HR Lead for Health, Safety and Wellbeing would go over the key highlights of the measures the Council had taken to support the safety and wellbeing of staff for the Committee.

The Strategic HR Lead for Health, Safety and Wellbeing updated the Committee on the ongoing support for staff working from home. This support aided staff in setting up a workspace at home through the provision of guidance, health and safety assessments, and equipment. Additional support was being provided to support colleague's mental health including tea and talk sessions, regular manager check-ins, and the work undertaken by our mental health first aiders.

The Covid secure measures continued to be in place within all Council buildings. The measures were reviewed monthly to ensure they continued to be effective. Everyone moving around Council buildings were required to wear face coverings to reduce the likelihood of infection, which had been complied with by all staff since its introduction. Rapid testing had been in place since January to support frontline staff and other cohorts to take regular tests and was working well.

The Health and Safety team had been working with colleagues in education services to support schools prepare to reopen. The support included guidance around completion of risk assessments and updates on the latest Covid guidance. The team had provided health and safety support on arrangements for regular lateral flow testing within schools for pupils and staff and also attended the head teacher's forum, alongside colleagues from Public Health to provide further guidance

The Council were to hold elections in May and the team had been working with elections staff to ensure that they would be able to go ahead safely. Finally, the Committee were informed of the continued health and wellbeing support to aid staff throughout the pandemic including Health and Wellbeing Week.

Following the update Councillor Thompson asked whether mobile polling stations would still be able to be used during the elections. The Strategic HR Lead for Health, Safety, and Wellbeing responded that all types of polling station would be able to operate in a Covid safe way including mobile polling stations.

Councillor Boyes asked whether there had been any guidance on socially distancing for candidates and agents at the count for the election. The Strategic HR Lead for Health, Safety, and Wellbeing responded that information was being provided by the Electoral Commission for how to deliver each aspect of the elections. Where guidance was not supplied the Council were applying the same approach that they had taken to making other areas Covid secure.

Councillor Acton asked whether workforce plans had been developed for when the lockdown came to an end. The Corporate Director of Strategy and Resources responded that the Council had been working on the workforce integration plans

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throughout the pandemic. The Council were taking a cautious approach in allowing people to move back into office working. The first cohort to go back into offices would be those whose roles benefitted from working in the office. The first phase would see no more than 20% occupancy in Council buildings and would only progress to the next phase when it was safe to do so.

The Council were also planning that the workforce would not go back to working in the same way as they were prior to the pandemic. A number of advantages around flexible working had been identified during the pandemic and the Council would adjust their policies and procedures to ensure those advantages remained.

Councillor Acton asked for a report to be provided to the Committee detailing the Council's plans for the workforce. The Corporate Director of Strategy and Resources responded that they would be able to share the Council's workforce reintegration plans with the Committees and offered to meet with Councillor Acton to discuss the Council's plans.

RESOLVED:

- 1) That the report be noted.
- 2) That a report on the Council's reintegration plans be brought to the Committee.
- 3) That the Corporate Director of Strategy and Resources arrange a meeting with Councillor Acton.

34. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Head of HR Operations informed the Committee that three requests had been received in the previous quarter from two individuals within Adult services and two of the requests were approved.

The Corporate Director of Strategy and Resources took the opportunity to thank all of the Officers who worked within Human Resources for the excellent work that they continually provided. The Committee supported the views expressed by the Corporate Director of Strategy and Resources and added their thanks to Officers as well.

RESOLVED:

- 1) That the update be noted.
- 2) That the Committee and the Corporate Director of Strategy and Resources thank all of the Council's HR Officers for their excellent work.

The meeting commenced at 5.00 pm and finished at 6.15 pm



Employment Committee

People Update

28th June 2021



Sickness Absence

Trafford Council - staffing

285

members of staff
absent

208

full time
equivalents
absent

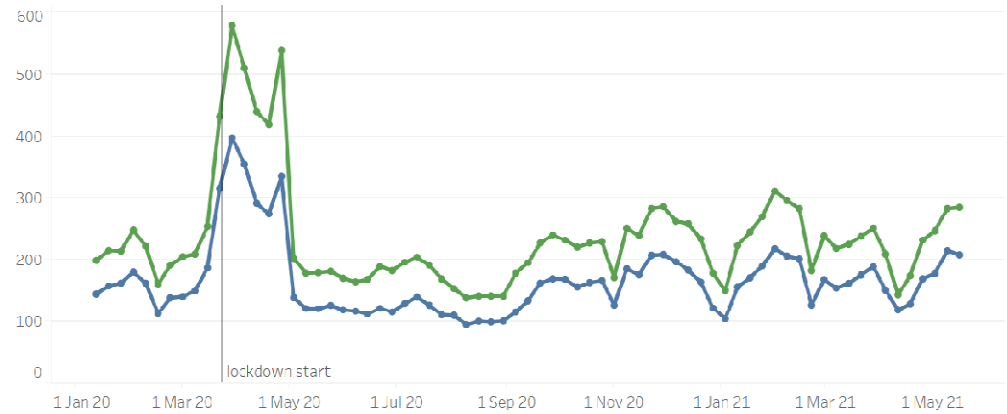
93.2%

of headcount
available to work

93.6%

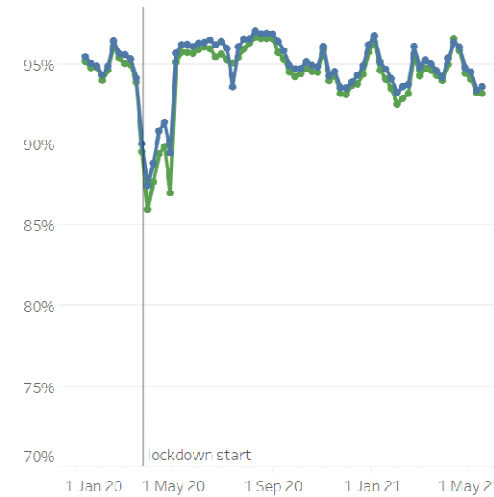
of whole time
equivalents

Absence by week



■ Absence FTE
■ Absence Headcount

Availability by week



Current availability by directorate

Directorates	Absence FTE	Absence Headcount
Adult Services	92.0%	91.7%
Childrens Service	97.8%	93.2%
Finance & Systems	99.5%	98.5%
Governance & Community Strategy	95.9%	95.4%
Place	98.0%	98.0%
Schools	93.8%	93.3%
Strategy & Resources	91.4%	90.5%
Total	93.5%	93.2%

Availability rates are for all staff within the directorate

Health, Safety and Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
COVID-19: Working from Home Support	Supporting our staff to work from home	<p>Support has remained in place for staff to work from home where they are able to do so with the continuing restrictions. Their health, safety and wellbeing has continued to be ensured 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 through the Health and Safety Team who have undertaken complex assessments to enable staff health needs to be met with appropriate equipment and guidance• Wellbeing support and guidance has continued to be provided through 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 regularly 'check in' with their teams.



Health, Safety and Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Covid-19: Making our Trafford Buildings and Services COVID Secure</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 16</p>	<p>Measures to ensure our buildings and other settings are and remain COVID secure to protect our front line staff.</p>	<p>COVID Secure arrangements remain in place for colleagues and partners occupying our buildings and teams delivery essential services. The arrangements continue to ensure:</p> <ul style="list-style-type: none"> • Occupancy levels are limited within our buildings. An electronic sign in process has been developed when accessing and exiting TTH and Sale Waterside to aid the monitoring of numbers within our buildings • Face coverings must be worn 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 • Rapid Flow Testing continues to be available for colleagues within 'The Terrace' at TTH • Test and Trace processes remain in place to respond to cases of COVID in the workplace and prevent spread of the virus. • Guidance and support is available to all services through the Health and Safety Team on COVID Risk assessments <p>COVID arrangements are reviewed on a monthly basis and regularly communicated through staff and manager briefings.</p> <p>A meeting room review is currently underway to investigate safely bringing back into use some further meeting rooms within our buildings and the Council Chamber. Our fire and first aid arrangements also continue to be reviewed to ensure we have robust processes in place to respond to emergencies whilst our COVID Secure arrangements are in place.</p> <p>The arrangements form an integral part of our Trafford Roadmap and Reintegration process to return staff to work safely over the coming months as the restrictions ease and changing working styles and work environments are introduced to provide an enhanced work experience for our staff.</p> <p>A multiagency operational re-integration group is in place and meets every two weeks. The group reviews key reintegration and health and safety operational issues to manage COVID risks and behaviours within our buildings.</p>

Health, Safety & 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"> • Overarching risk assessment templates have been refreshed as the Government guidance has been updated and provided for schools to review their arrangements • Communications are provided through the schools e-bulletin and at schools Headteacher forums • Support has been provided by the Health and Safety Team and Public Health in managing cases of COVID19 within schools • Ongoing advice and guidance is available through the Schools Health and Safety SLA.. This also continues to provide schools with advice and guidance on wider health and safety management issues.
COVID-19: Elections	Delivery of COVID Secure Elections	<p>The Health and Safety Team supported the Elections Team with the delivery of COVID Secure Elections including:</p> <ul style="list-style-type: none"> • The development of COVID Secure risk assessments and arrangements for the nominations, postal votes, polling stations and count venues • Training delivered to Polling Station Inspectors and Presiding Officers • Provision of PPE and appropriate equipment and screens to support COVID Secure arrangements • Attendance and support at the Count Venues <p>Trafford also had 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 were produced for LA’s across the region.</p>

Health, Safety & Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>COVID-19: Health and Wellbeing Support</p> <p>Page 18</p>	<p>Supporting the wellbeing of our colleagues during the pandemic</p>	<p>Health and Wellbeing support for our colleagues has remained a significant focus throughout the pandemic through support on our intranet pages, regular communications and Health and Wellbeing promotional campaigns.</p> <p>Most recently the Council and CCG teamed up support Mental Health Awareness Week (10 - 16 May) which had a focus on the benefits of connecting with nature.</p> <p>A variety of virtual sessions were provided in the week including:</p> <ul style="list-style-type: none"> • 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. • Random Cuppa Sessions – A chance to pair up with a colleague you would not usually connect with for a chat and a break • A photography competition showing how colleagues connected with nature to support their wellbeing <p>There was also:</p> <ul style="list-style-type: none"> • Daily communications under key themes to support your mental wellbeing including, being out and about in nature and getting involved in groups and activities • Links to our health and wellbeing resources



Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Management & Leadership Development</p> <p>Page 19</p>	<p>EPIC Manager Virtual Programme Supporting Managers to be EPIC.</p>	<ul style="list-style-type: none"> • Our EPIC Manager 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. The new pages have been launched. • We launched our Micro Learn sessions in April 2021. The 45 minute bite-sized sessions focus in on specific leadership/management theories and concepts. They allow subject matter experts from the Council to provide updates and insights on key legislation or policy and create discussion forums on best practice approaches. Our first session was held on the 20 April and focused on Active Working, our May session (27th) was delivered by our GM Colleagues and shared the GM wellbeing toolkit and tools to support managers in their roles. Our next session will focus on digital wellbeing. • We have revised our Equality and Diversity in Leadership Session on the EPIC Manager programme to align to the Equality and Diversity Strategy. The content focusses inclusive leadership and our pilot session was delivered on the 04 June which was attended by representatives from our Staff Groups • Our next EPIC Manager module, managing disciplinary and investigatory skills is currently being developed to add to the suite of learning modules available to managers.
<p>Management & Leadership Development & Succession Planning</p>	<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). • The pilot programme was launched on 29 April 2021. We have 10 colleagues who are undertaking the qualification at present • To support our new managers and our new coaches every colleague on the LEAP Programme will be offered a coach to support their development.

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 supported and celebrated Mental Health Awareness week, from the 10 to 16 May 2021. We ran a series of events and a communications campaign aligned to the theme of the week, which was nature. • We worked in partnership with the CCG to promote the week, which included Tea and Talk Sessions, with our Mental Health First Aiders and a “random cuppa” event to promote connectivity for people during the week. • We also ran a photography competition during the week and asked colleagues to submit a photo which shows how they have connected with Nature during lockdown to support their mental health and wellbeing. We received over 50 submissions and Richard Roe judged the competition entries, our winning entry and all other submissions can be viewed here. • We continue to support and promote national campaigns such as Bike Month (July) 30 Days wild (July) Walk this May Living streets).
Induction	Creation of a more streamlined induction to support and ease the pressure on managers.	<ul style="list-style-type: none"> • We are currently undertaking a review of our corporate induction to make sure that all new starters that join Trafford get off to their very best start. • We have undertaken focus groups with colleagues who have joined us over the last 12 months to seek their feedback about what worked well and what could be improved. • We plan to launch the refreshed induction in July 2021, which will include an updated manager induction checklist and best practice advice, alongside a refresh of our intranet pages and e-learning induction module. • We are also proposing to introduce a 2 hour virtual session, which will run monthly and be an opportunity for new colleagues to meet other new starters alongside hearing more about our key priorities, our EPIC values, rewards and benefits and learning and development opportunities. • We have also delivered a series of 4 induction sessions to the HOST team returning on TUPE to Trafford from Salix Homes. These sessions started in March and concluded in May. The sessions were aimed at welcoming staff to the Council and to make the transition as smooth and positive as possible. All sessions were well received and feedback from colleagues was really positive.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Engagement</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 21</p>	<p>Supporting, designing and delivering Let's Talk sessions for leaders and colleagues.</p>	<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 leaders session was delivered in June 2021 and all colleagues session delivered on the 14 & 17 May 2021. We continue to deliver a development session and previous sessions have included, digital wellbeing, wellbeing through Nature and supporting colleagues to feel psychologically safe through change. • We have launched our Engage intranet pages and shared some of the feedback from previous sessions with colleagues to encourage colleagues to encourage colleagues to book on one of the advertised 2021 dates. • On the 22 March we delivered our virtual Long Term Service Awards ceremony for all colleagues who celebrated 25 years of service during 2020. The event was attended by CLT members, Executive members and the Mayor. • Work has been undertaken to define our 4 new working styles to support our re-integration plans and new ways of working. Engagement sessions have been scheduled for colleagues and managers throughout June and July to seek input and feedback on the proposals and to help shape the support available to colleagues. • We wrote and submitted 2 entries for the MJ awards (Workforce Transformation) and the PPMA Awards (best change management initiative and received notification that we have been shortlisted as a finalist for our PPMA entry. Both submissions outlined our journey to date, since 2018 and the work undertaken across the organisation to impact on engagement and culture.
<p>Apprenticeships and Work Placements</p>	<p>Supporting and developing skills and opportunities to colleagues in Trafford.</p>	<ul style="list-style-type: none"> ▪ May saw confirmation of the new yearly government apprenticeship target of 2.3% of the workforce based on 31 March 2021. The overall target is 104 apprenticeship starts between 1 April 2021 and 31st March 2022. The target includes 46 new apprenticeship starts in our levy paying schools. This leaves a target of 58 across the council directorates. Since the 1st April we have had 16 new starts with 2 of these in schools. ▪ We continued to work with United Response and UA92 to source 3 placements for the students from Loreto College who they are working with. Currently we have sourced 2 out of the 3 placements. These placements will start in September 2021 and run 3 times around the school terms.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Children's Services Page 22	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. (for example in support of Ambition 3 - Quality of Practice is consistently good across the service so that it makes a difference to our children and families) • We have worked on producing a timeline of support and interventions to work with the re-design timetable. This includes offering bespoke workshops to teams within the service (e.g. Children in Care, Senior Practitioners) in change management for both managers and colleagues and have worked with HR colleagues to ensure the support pages for redeployment were live on the intranet and signposted also to the wellbeing support available. • We have developed a proposal and are working with the Assistant Director of Children's Services to provide interim support to the Senior Leadership Team. This support will consist of an initial 5 X2 hour sessions to support the team to lead themselves and their colleagues through the implementation phase. • We also continue to support other service areas within the directorate with bespoke team support and sessions (e.g. Youth Engagement Service).
Equality & Diversity	Embedding ED&I into the learning offer at Trafford	<ul style="list-style-type: none"> ▪ Working with our colleagues in the staff groups we will focus our next suite of Micro Learn sessions on Equality Diversity and Inclusion. The content of these sessions will be defined and co-delivered by our staff groups and we are aiming to start delivery in September 2021. ▪ We are working with our staff groups to celebrate and promote diversity events, and produced and publicised a managers guide to supporting colleagues during Ramadan in April and highlighted World MS Day in May. Further events and celebrations will be published throughout the year. ▪ Representatives from the staff forum groups attended the pilot session of the EPIC Manager "Leading EDI – Inclusive Leadership" Model to help support us to shape the content of the module. A feedback session with those who attended has been scheduled for June. Post review of the pilot session we will re-advertise and promote attendance on the module to managers across the organisation.
Member Development	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> ▪ Member Induction – 11 new councillors have been elected, and began their induction programme. This has included virtual 'Welcome' and 'Meet the Chief Exec' events, along with four induction workshops, introducing Members to each directorate of the organisation. ▪ CPD – A new Continuing Professional Development record has been launched, allowing Members to record and display 'core' and 'optional' learning obtained, to support them in their roles.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Personal Development	Coaching provision At Trafford Supporting colleagues to develop and grow.	<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 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 14 colleagues undertaking this qualification. • At present we have 11 colleagues undertaking a coaching relationship with a qualifying coach and a further 10 colleagues (LEAP attendees) who will be assigned a coach shortly.
CCG Support	OD Support for CCG colleagues	<ul style="list-style-type: none"> • We are continuing to work with CCG managers and have promoted our EPIC Manager Modules and Micro-Learn sessions to colleagues in the CCG. We are also sharing through the Friday briefing the health and wellbeing offers from the NHS, GM Partners and Trafford Council. • We are supporting the briefings for all impacted health and social care colleagues on the transition into the ICS model. • We are also in the process of launching a reward and recognition scheme “CCG Stars” across the organisation. Colleagues will be encouraged to nominate their co-workers who have displayed the CCG values and gone the extra mile in their day to day roles. Monthly nominees and winners will be celebrated through the CCG’s corporate communications and forums.
Kick-Start	Supporting 16-24 gain meaningful high quality placements and job opportunities.	<ul style="list-style-type: none"> ▪ Following our successful Kickstart application to the DWP, we held a number of meet the employer’s sessions to promote both our internal and external placements. ▪ We have started recruitment to our 11 internal placements and engaged with the placement managers to discuss their expectations and requirements from the young people. ▪ 5 young people have completed the ‘Building Employment and Skills’ training course at Trafford College and undertook initial interviews (14 June). ▪ All interviews were successful and candidates are now in the process of undertaking an interview with their placement managers. To date we have offered 2 placements and are looking to shortly offer a 3rd placement to one of our Trafford Care Leavers within our Workforce Strategy Team. ▪ To recruit to the remaining internal placements we are hosting an information session at Trafford College on Thursday to enrol an additional cohort on the ‘Building Employment and Skills’ training course starting next week.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
COVID-19 response policy and guidance	A suite of guidance documents has been produced during the pandemic. These have all required updating as the position has changed and new ones producing.	<ul style="list-style-type: none"> Decision made that Additional Pension contributions (APCs) should be paid where schools support staff have been furloughed – being communicated to schools (advisory for schools where we aren't the employer). Decision regarding how staff cover the quarantine time if required post travel abroad. Agreed approach to supporting staff and managing sickness relating to Long COVID. Resources and guidance to be developed. New sickness code added for recording Long COVID sickness absence.
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 – different frequencies. 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 bi-weekly workforce availability/resourcing report for RCG.
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. The exit cap was subsequently revoked and pension reform has been delayed. Application outcomes have all been communicated, including a group for which decision had previously been deferred. 23 employees left on 31st March and 22 employees due to leave on 30th September. Settlement Agreements have been issued to September leavers. Voluntary Severance policy in draft and once finalised to be used by services as appropriate, during service redesign.
Cycle to Work Scheme provider review	Our contract with the current provider was up for renewal so procurement process has been undertaken.	<ul style="list-style-type: none"> Finalising new contract with Halfords. Looking to increase the spend limit so that staff can consider options such as electric bikes. This supports our sustainable and health and well-being agendas.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Domestic Abuse Charter	The Council is committed to signing up to the Domestic Abuse Charter, which calls on employers to support employees experiencing domestic abuse.	<ul style="list-style-type: none"> • Liaison with GMB regarding requirements and signing up. • Reviewing the Council's existing policy and getting input from our internal expertise and also review by an employee with lived experience of domestic abuse. • Liaising with charities/training providers to upskill our Mental Health First Aiders so they can be a point of contact for staff. • E-learning module available for staff to raise awareness.
Reintegration – New Ways of Working	Exploring options and agreeing the most appropriate approach for the Council in relation to where and how staff work when full reintegration can happen.	<ul style="list-style-type: none"> • Research, benchmarking and learning from professionals and other organisations to understand all implications. • Proposal in place for the Trafford SMART working concept with 4 different workstyles. This features a 'hybrid' work style where relevant roles spend time in different locations including the home, office, partner bases, with service users etc. • Agreement in principle for this approach and workforce engagement has commenced to get feedback to further refine plans. • Toolkit with underpinning policy and guidance is being developed. • Enabling work streams are progressing lead by other services, including work space redesign, hybrid meeting room proof of concept, exploring the ICT that will be most beneficial and roll-out of M365.

HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Employee Relations 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 union colleagues • Facilitation of alternative, appropriate IT/media platforms to employees to engage effectively in HR processes to maintain COVID safe working practices
Service Redesign & TUPE	Continue to support the modernisation and transformation of services	<ul style="list-style-type: none"> • Supporting significantly high levels of service re-design activity across all Directorates in the Council, schools and traded services • Supporting a couple of proposed amalgamations of Trafford maintained infant and junior schools • Supporting specific improvement programmes across Childrens' and Adults Directorates • Co-ordination of TUPE activity (both in and out) across the Council • Review and refresh of related policies, guidance, systems relating to redesign and TUPE activity • Open and continued dialogue with trade union colleagues
HR Service Delivery Model	Modernise and streamline access into the HR service	<ul style="list-style-type: none"> • Implementation of HR Advice Service from 10 May 2021 - effective triage of all new HR queries received, enable redirection of queries to the appropriate HR colleague at the first point of contact, generate faster responses to customers • Development and delivery of communications, work flows, training schedule, refresh of guidance, templates, hand-offs, etc • Implementation of new IT/telephony solutions • Re-alignment of management of all casework matters under one ER Manager

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HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Service Level Agreements	Review and issue of HR SLA's for 21/22	<ul style="list-style-type: none"> • Ongoing review and development of SLA offer for CCG with effect from 01 September 2021 • Publishing and marketing of HR Consultancy SLA offer for schools and traded services with effect from 01 September 2021 • Development of user guide for schools to aid purchase of SLA's • Development of marketing plan to secure new business opportunities
Training	HR Updates	<ul style="list-style-type: none"> • Continuation of breakfast briefings for senior leaders in schools • Development of new 'lunch and learn' sessions for managers in schools • Contributing to the new Head Teacher induction programme with effect from 01 September 2021 • Individual support to new/inexperienced Managers with ER casework • Supporting the development of Manager guidance/training package on employee relations matters



Trafford Resource Hub

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Resource Hub</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 28</p>	<p>To provide a temporary solution to an immediate staff resource crisis as a result of COVID-19</p>	<ul style="list-style-type: none"> • Continuing to support the rapid recruitment to bring in a range of resources to support the COVID 19 Response, Recovery and Re-integration plans. • Introduction of a revised vacancy clearance process for COVID 19 temporary resources to ensure vacancies are filled internally where possible. • Advised on the creation and job evaluation of new roles to ensure that they were fit for purpose to support COVID 19 Response, Recovery and Re-integration plans. • Recruiting to 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. • Use of business intelligence and existing relationships to proactively explore possible deployments. • Currently recruiting to a staff 'Volunteer Army' to support any future emergency's/emerging priorities. • Supported the recruitment of resources to work on/support the local and mayoral elections. • Supporting Children's to develop a Social Worker Recruitment Campaign. • Liaising with public health to develop resources to support the Contact Tracing Delivery Model.
<p>BAU: Recruitment</p>	<p>To ensure continuity of recruitment activity across the Council, and traded services</p>	<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"> • The Trafford Locality Workforce Group have continued to meet monthly, steering the development towards are collectively priorities and being updated and sharing information on the Integrated Care System development. • We have successfully enabled a monthly feed of workforce data from the Trafford Local Care Organisation (MFT Community Services and Trafford Adults Social Care) and Trafford Primary Care Network into the Virtual Workforce Information System (VWIS) so we can now see combined workforce data as a system level. Greater Manchester Mental Health are anticipated soon to be contriving Trafford workforce data. We are hoping to put in a bid for financial support from GM to help implement VWIS. Over the next few months we aim to: <ol style="list-style-type: none"> (1) Refine the quality of the data so we can report at neighbourhood level and subsequently build Neighbourhood workforce plans. (2) Roll out VWIS user training to those who will be utilising the system. (3) Attend Strategic Workforce Planning Train the Trainer sessions led by GM. (4) Embed usage of / reporting from VWIS through upskilling our system leaders/managers. • Our Trafford Health and Wellbeing Task and Finish Group have met twice. It has identified cross system Health and Wellbeing challenges, along with some quick wins we can focus on to collectively support our workforce. Our next step is to identify the full range of Health and Wellbeing support being provided to colleagues across our system, so we can look for opportunities for collaboration, sharing of resourcing and gaps in provision. This will drive some practical actions we can work on collectively. • We have continued to support the Integrated Care System Transformation Programme: <ul style="list-style-type: none"> ➢ We have delivered 7 cross system Bite Size learning sessions with a broad audience from our TLCO (MFT and ASC), Trafford Council, CCG and PCN's. The sessions have been very popular and feedback so far has been really positive. ➢ We have supported the broader Programme through the Transition work stream and the Communications and Engagement work stream. A recent workforce transition update has been share with the Joint Commissioning Board and the One System Board. We remain in the 'Design' phase and are making links into the GM Programme of work to ensure collaboration with GM and consistency across the 10 Localities.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 28 June 2021
Report for: Information
Report of: Sara Saleh Corporate Director, Strategy and Resources

Report Title

Agency Spend for Period 1st April 2020 to 31st March 2021

Summary

This report details the annual spend for the Council on agency workers and also on consultants who are engaged. Spend is broken down by quarter and also by Directorate with an overview of the reasons agency and consultants are required to supplement the Council’s workforce to meet temporary resource needs.

Recommendations

That the content of this report is noted.

Relationship to Corporate Priorities	This report aligns with the council’s Corporate Priorities in respect to ‘Thriving places’.
Relationship to GM Policy or Strategy Framework	None
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
Carbon Reduction	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

Contact person for access to background papers and further information:

Name: Sara Saleh

Extension: x4146

Background Papers: n/a

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 was 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 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. 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 This report is the end of year report which includes the spend breakdown for quarter 4 and this is detailed at Appendix 1.
- 1.4 Appendix 2 provides information on the length of tenure for those assignments that were still active as at 31st March 2021.
- 1.5 The agency costs for the year 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. During this year, due to the pandemic the Council has been able to access additional funding and some of this will have been used for agency workers.

2. Summary Agency Spend Position

- 2.1 The total agency spend in 2020/21 is £4,315,087. This is a significant increase, equating to £1,597,154 from the previous year's total of £2,717,933. The position for the 4 most recent years can be seen below, which shows increases year on year.

2017/18 Total	2018/19 Total	2019/20 Total	2020/21 Total
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£1,901,088	£2,081,312	£2,717,933	£4,315,087
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- 2.2 There have been different patterns of expenditure within the directorates across the year, however many have seen overall increases through the year. Overall Council spend increases each quarter. See table below which details spend each quarter by directorate.

Directorate	Q1	Q2	Q3	Q4	Total
Children's Services	£644,050	£769,122	£803,189	£839,896	£3,056,257
Adult Services	£124,800	£148,276	£180,042	£261,489	£714,607
Governance & Community Strategy	£107,654	£127,132	£96,007	£62,003	£392,796
Finance & Systems	£5,450	£9,428	£0	£0	£14,878
Strategy & Resources	£9,710	£5,876	£23,038	£64,361	£102,985
Place	£0	£0	£12,511	£21,053	£33,564
Total	£891,664	£1,059,834	£1,114,787	£1,248,801	£4,315,086

- 2.3 Spend for each Directorate for this year and the previous year is summarised below, with a detailed explanation of activity and trends in the following section.

Directorate	2019/20	2020/21
Children's Services	£1,638,718	£3,056,257
Adult Services	£818,055	£714,607
Governance & Community Strategy	£190,173	£392,796
Finance & Systems	£48,034	£14,878
Strategy & Resources	£8,650	£102,985
Place	£14,303	£33,564
Total	£2,717,933	£4,315,086

3. Directorate Overview

3.1 Children's Services

3.1.1 The 2020/21 agency spend for Children's Services was £3,056,257, which was a very significant increase from the figure in 2019/20 of £1,638,718.

3.1.2 The spend is predominantly on social worker roles, which was 93% of the total, with only 5% on support roles and around 2% on admin and clerical support.

- 3.1.3 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. In addition there has been an increase in caseloads across the area teams, which has resulted in the need for additional resources. It is critical that these resource requirements are met to ensure that service users receive the appropriate level of care and support and are kept safe.
- 3.1.4 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. Spend through these agencies has been significant at £1,522,421, which is over double spend on the previous year which was £661,215. In order to support the recruitment and retention of permanent staff a market supplement has been agreed for Social Worker posts at band 8 and band 9. There will be a significant vacancy gap when the new Children's structure is implemented and therefore there will still be some reliance on agency workers. However the service is working with HR to develop a Social Worker recruitment campaign and this should start to see a reduction in reliance on agency usage once permanent recruitment has taken place.
- 3.1.5 We have in place 1 FTE Senior Learning and Development Officer and 1 FTE Social Work Development Officer, to support staff with their professional development across children and adult services. This is a crucial aspect of looking after our social workers, in particular, they provide additional support for newly qualified social workers undergoing the Assessed and Supported Year in Employment (ASYE), as well as mentoring the practice educators of social work students on placements.
- 3.1.6 We have several 'grow your own' routes into social work, most notably the social worker apprenticeship programme. We currently have 2 social worker apprentices in Children's Services, who are due to qualify in October 2021, 3 more who are in their second year of this programme and are about to launch this opportunity again, with a planned start date for 3 apprentices in September 2021. We are part of the Greater Manchester Step Up partnership, which is a 15 month post graduate fast track route into social work. We have employed our first Step Up graduate this March and are due to take on 3 more Step Up students in January 2022. For several years we have supported two Frontline units, this is a 12 month post graduate route into children's social work. These units of 4 students, are guaranteed their first year of employment as a social worker, and often remain in Trafford after this. Another 8 students will qualify via this route in September 2021.

3.2 Adult Services

- 3.2.1 The 2020/21 agency spend for Adult Services was £714,607 which was a decrease of £103,448 as compared with spend of £818,055 in 2019/20.
- 3.2.2 The large majority of spend relates to qualified health and social care staffing, which was 75% of the total, with 20% on unqualified health and social care staffing and the remaining 5% is admin and clerical support and cook roles.
- 3.2.3 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.
- 3.2.4 In order to improve the recruitment and retention of Social Workers the Service has developed the Trafford Academy. This will provide a mechanism for a rolling recruitment programme stemming from an engagement programme with schools and colleges to promote and inspire adult social care as a rewarding career choice.
- 3.2.5 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. One of the emerging priorities for the Academy is looking at the issue of retention by exploring factors such staff wellbeing, resilience and training.
- 3.2.6 The Adults Workforce Development Group oversees workforce development across Adults Directorate and will now govern the decision making aspects of the Trafford Academy project.

3.4 Governance and Community Strategy

- 3.4.1 The total agency spend in 2020/21 was £392,796 which is an increase of £202,623 on spend in 2019/20, which was £190,173.
- 3.4.2 There is a small amount of spend on Procurement roles as this service moved under this directorate during the year. 18% of spend is on an Information Governance Officer. However the largest spend is on legal roles at 78% of the total for the directorate. There has been a continued difficulty with attracting solicitors with the skills that the service requires. The main reason for this is the competitiveness of their reward package as compared with the private sector. A review underway to identify a solution to the recruitment and retention of these staff, which will include looking at options to develop a pipeline in-house for example through apprenticeships.

3.5 Finance and Systems

3.5.1 In 2020/21 total spend for Finance and Systems was £14,878 which is a decrease of £33,156 on the figure of £48,034 in 2019/20. Agency spend in this Directorate is due to the need to bring in professional and specialist skills.

3.5.2 The agency usage relates solely to Procurement, with a requirement to bring in a Business Improvement Officer and Procurement Officer. Further to a restructure, STaR Procurement moved to Governance and Community Strategy during the year, so spend is lower in this Directorate now than it otherwise would have been.

3.6 Strategy and Resources

3.6.1 The 2020/21 agency spend for Strategy and Resources was £102,985, which was a significant increase of over £94,335 as compared with spend of £8,650 in 2019/20.

3.6.2 Apart from 1 Senior Personal Assistant in Leadership Support, the majority of spend was on HR roles. The pressures of the pandemic have meant that the HR service has required additional resource to be able to support managers and our workforce through the last 12 months. There has also been difficulty in recruiting a suitably qualified and experienced individual to the Head of Greater Manchester Shared Service (GMSS) and so we have used the agency route to ensure that this key role is filled.

3.6.3 Exit strategy for temporary staff is underway that should see reductions in this area over 2021/22 and we will continue to monitor agency usage.

3.7 Place

3.7.1 The total agency spend for 2020/21 was £33,564 and this was an increase of £19,261 from spend of £14,303 in 2019/20. Spend in this area relates to Planning roles (Business Support and Validation Officer) at 62% and Strategic Growth (Skills Outreach Information Officer and Sustainability and Climate Change Officer) at 38%.

4. **Consultant Spend**

4.1 Sometimes we need to bring in specialist skills that we don't have within the workforce and which can't be obtained through agency resourcing. This is often for project work for a time limited period or to cover a key role.

4.2 The total spend in 2020/21 was £514,407. This is a decrease as compared to 2019/20 when spend was £602,008. The quarterly spend for the year is detailed below.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
£79,150	£113,887	£118,179	£203,191	£514,407

- 4.3 There were 12 consultants engaged over the year in: Children's; Strategy & Resources, and Place. Spend over the year related to the following services:
- **Place:** Strategic Growth: to support the Economic Recovery Plan, in particular skills and employment opportunities and the recovery of the borough's high streets.
 - **COVID Programme:** to Lead on the establishment and strategic development of the COVID 19 response and recovery programme and subsequent management, delivery and evaluation.
 - **Place:** Development Team: to strategically lead and develop Trafford's development programme ensuring a balanced portfolio of assets is achieved that delivers immediate out-turns alongside longer term income growth. Interviews are scheduled in June to recruit to the Director of Development post on a permanent basis.
 - **Children's Services:** to support the OFSTED Improvement Programme and the development of the Children's commissioning strategy due to the Head of Commissioning leading on the Community Response to COVID and the Early Help Resign.

5. Conclusion

- 5.1 The HR service will facilitate targeted and bespoke interventions to support managers to pro-actively manage temporary resourcing needs to continue to ensure that agency demand is proportionate and appropriate. A Resourcing Hub was established during the pandemic with the aim of supporting the rapid recruitment of resources to support our COVID response and recovery plans.
- 5.2 It has been an extremely challenging year for the Council with staffing pressures that we have had to respond to, to ensure that we are discharging our duties and keeping our citizen's safe with the services they require. Initially the agency requirements didn't seem to have increased too much, given the context of the pandemic – quarter 1 this year was actually lower than quarter 4 in 2019/20. However as the financial year progressed the challenges mounted and spend increased each quarter.
- 5.3 Agency spend will continue to be monitored on a regular basis and regular reports will be presented to Employment Committee, for information.
- 5.4 Employment Committee is recommended to note the content of this report.

Appendix 1

Trafford Council Agency Spend By Directorate Q4 - 2020/2021

Directorates	Job Title	Number of Active Assignments	Total Cost
Children's Services	Business Support Officer Level 2	1	£5,228.65
	Childcare Assistant	1	£4,754.64
	Childcare Worker	4	£4,646.72
	Early Help Intervention Worker	1	£8,850.45
	Independent Reviewing Officer	1	£15,772.17
	Residential Childcare Officer	10	£9,074.36
	Safeguarding Board Manager	1	£21,944.20
	Senior Business Support Officer	1	£6,585.12
	Service Manager	1	£37,412.62
	Social Worker Level 2	1	£15,908.84
	Social Worker Level 3	44	£483,075.77
	Social Worker level 3a	2	£19,535.80
	Strategic Lead for Front Door & Children's Social Care	2	£74,101.27
	Strategic Lead - Quality and Improvement	1	£40,623.03
	Support Worker	1	£1,989.93
	Team Leader	3	£33,813.27
	Team Manager	4	£56,579.09
	Total	79	£839,895.93
Adults Services	Care at Home Manager	1	£10,240.02
	Cook Manager	4	£2,923.72
	Social Care Team Leader	4	£30,678.33

	Social Worker Level 3	13	£100,815.77
	Social Worker level 3a	2	£27,162.43
	Support Worker	30	£89,668.43
	Total	54	£261,488.70
Governance & Community Strategy	Business Improvement Officer	1	£7,470.79
	Information Governance Officer (Corporate)	1	£11,336.30
	Litigation Solicitor - Corporate & Commercial	1	£8,598.27
	Solicitor	4	£34,597.95
	Total	7	£62,003.31
Strategy & Resources	Head of HR Shared Service	1	£27,465.17
	HR Business Partner	1	£12,524.62
	HR Consultant	3	£16,407.83
	HRSS Payroll & Pensions Specialist	1	£7,962.98
	Total	6	£64,360.60
Place	Business Support Officer level 2	1	£3,201.13
	Skills Outreach Information Officer	1	£6,749.76
	Sustainability and Climate Change Officer	1	£3,217.82
	Validation Officer	1	£7,884.12
	Total	4	£21,052.83
Grand Total		150	£1,248,801.37

Appendix 2

Trafford Council Agency Tenure by Directorate

Breakdown by Directorate showing average tenure of active assignments as at 31st March 2021

Directorate	Job Title	No. of active assignments
Children's Services	Business Support Officer	1
	Childcare Worker	3
	Independent Reviewing Officer	1
	Residential Childcare Officer	2
	Senior Business Support Officer	1
	Service Manager	1
	Social Worker Level 2	1
	Social Worker Level 3	31
	Social Worker Level 3a	2
	Strategic Lead for Front Door & Children's Social Care	2
	Strategic Lead for Quality & Improvement	1
	Support Worker	1
	Team Leader	3
	Team Manager	2
Total	52	
Adult Services	Cook	4
	Social Care Team Leader	2
	Social Worker Level 3	11
	Social Worker level 3a	2
	Support Worker	28

	Total	47
Governance & Community Strategy	Business Improvement Officer	1
	Information Governance Officer	1
	Litigation Solicitor - Corporate & Commercial	1
	Solicitor	3
	Total	6
Strategy & Resources	Head of HR Shared Service	1
	HR Business Partner	1
	HR Consultant	2
	HRSS Payroll & Pensions Specialist	1
	Total	5
Place	Business Support Officer level 2	1
	Skills Outreach Information Officer	1
	Sustainability and Climate Change Officer	1
	Validation Officer	1
	Total	4
Grand Total		114

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 28 June 2021
Report for: Information
Report of: Sara Saleh, Corporate Director of Strategy and Resources

Report Title

Trafford Smart Working - Approach to Reintegrating Employees Post COVID19

Summary

This report details the proposed approach to new ways of working, building on our learning from the pandemic, regarding the benefits that home working brings to both staff and the Council.

Recommendation(s)

That the contents of this report are noted.

Contact person for access to background papers and further information:

Name: Sara Saleh
Extension: x4146

Background Papers: n/a

Background Information

Relationship to Corporate Priorities	Aligns with the 'Health & Wellbeing' and 'Green and Connected' Priorities.
Relationship to GM Policy or Strategy Framework	Not applicable
Financial	An investment in some ICT equipment will be required plus office furniture both within office environments and employee homes. The costs have yet to be established. However in the medium to long term, savings may be generated from our estates.
Legal Implications	Contractual changes may be required at some point in time. These are currently being explored with Legal Services.
Equality/Diversity Implications	An EIA will be informed through the employee engagement process. Likely to have a positive impact for staff with certain protected characteristics.
Sustainability Implications	There should be a positive impact with carbon reductions (see below) due to less travel. Also reduced use of paper and printing with a move to electronic documents in the main.
Carbon Reduction	This proposal should lead to reductions in home to work commuting and also business travel, which will reduce carbon emissions.
Staffing/E-Government/Asset Management Implications	Covered in the body of the report.
Risk Management Implications	Not applicable
Health and Safety Implications	There is a need to ensure that staff working from home and other locations have appropriate equipment to reduce risk of health issues arising.

1.0 BACKGROUND

- 1.1 Trafford Council like many organisations, including the other GM authorities, wants to capitalise on the lessons learnt from the pandemic in terms of how our staff can work in very different ways. Prior to the pandemic we had agile working in place with varying levels of maturity across our business.
- 1.2 With the sudden move to a significant proportion of our workforce working from home, the enabling technology and kit was quickly put in place to ensure service continuity. Over the following year staff and teams have adapted to working and interacting with colleagues, service users and other stakeholders in a different way – truly seeing the benefits, whilst also acknowledging the challenges that this type of working poses.
- 1.3 This unplanned social experiment is leading to radical changes in the ways that organisations think about where and how their staff work, with the principle that ‘work is something we do, not somewhere we go’. With this in mind, we need to agree what our best approach can be.

2.0 RESEARCH AND BENCHMARKING

- 2.1 There is a lot of information currently in the HR field about future ways of working, with so many organisations considering changing their approach. We have been absorbing as much as possible from national sources such as the CIPD along with sources from a local government context, such as the LGA and regionally from North West Employers.
- 2.2 More locally we have attended employment law seminars on the subject, to ensure we are aware of the legal and contractual considerations in making changes to the location in which staff work from.
- 2.3 The Council is the lead organisation for the GM ‘New Ways of Working Squad’ which has the remit of sharing learning and where possible co-producing some of the policy, guidance and other resources that we will need to enable our future ways of working.

3.0 SMART WORKING CONCEPT

- 3.1 Currently (subject to government the government roadmap changing) the aim is that as part of the phased reintegration plan, phase 3 will see us being able to have normal occupancy levels in our building and so welcoming all staff back. This is anticipated to happen in the autumn. However when we are able to do this, we would like to have branding for a new approach so it is clear that this is different from the ‘agile’ working concept pre-pandemic. ‘Smart Working’ is an approach that has been used by some Central Government departments for several years and is suggested as the umbrella term for this change programme.
- 3.2 Smart Working is a business-focused approach to flexible working that delivers more efficiency and effectiveness in work organisation, service

delivery and organisational agility. It achieves this via modernisation of working practices while providing improved work environments and benefits for staff.

Key features are:

- Managing by outputs
- a trust-based culture
- high levels of autonomy
- where possible flexibility in the time, location and ways of doing work
- new tools and work environments
- reduced reliance on physical resources, maximising use of electronic/digital resources
- openness to continuous change.

3.3 There are many benefits that we can harness with this approach:

- Increasing the effectiveness of our activities
- Focusing our work on outcomes rather than processes
- Meeting the aspirations of staff for an improved work-life balance - this may be particularly important for some groups who are more disadvantaged by rigidity of working hours or location
- Improving employee engagement through more autonomy and work satisfaction
- Reducing the financial costs of running our organisation
- Creating work environments that facilitate collaboration and innovation
- Reducing the environmental footprint of our working practices.

4.0 WORK STYLES

4.1 We believe it will be beneficial to have different ‘work styles’ to cover all roles within the Council. A work style is an approach to delivering the outcomes of a job from the most appropriate location. For example, subject to the requirements of the role, it could be delivered from within the community, on customer sites, on the move, in an office or at home. Having these in place will help inform the requirements in terms of kit/equipment and workplace capacity and will make it clear to staff the expectations of how they spend their time in terms of location. There are also different contractual positions linked to these.

4.2 Suggested smart work styles and descriptors:

Smart Work Styles	Principles
Home-based Worker	<ul style="list-style-type: none"> • Contract states home as work base. • Business ICT applications the service uses are efficient accessed from home.

	<ul style="list-style-type: none"> • Not required to attend many 'in-person' meetings in Council offices, except may attend for check-ins and team meetings. May have meetings but can be held remotely. • Role requires them to spend the majority of their time at a work station.
Office-based Worker	<ul style="list-style-type: none"> • Contract states Council setting as work base. • May need a fixed desk/chair or be able to hot desk. • Only works from an office location and doesn't work from home or works from home on a very occasional basis. • Requirement is based on: <ul style="list-style-type: none"> ○ ICT applications/software or equipment used by the service are not suitable or efficient enough for more than ad hoc home working or working from other locations. ○ Other business reasons. ○ A reasonable adjustment to support the employee.
Neighbourhood-based Worker	<ul style="list-style-type: none"> • Contract states Council setting as work base. • Normally in roles where they spend most of their time working with service users/residents and working patterns/location are tied to this direct interaction. • Normally won't use a PC much if at all – may have shared access to one for certain tasks. • Examples of this are: cleaners; catering staff; school crossing patrol; passenger assistants; staff who work in nurseries, care facilities and children's homes.
Hybrid Worker	<ul style="list-style-type: none"> • Contract states Council setting as work base. • Work can be carried out from a variety of locations including council buildings, the home, partner's offices, with service users. • Up to service and employees to agree the split between time spent at home and Council settings. However expectation that on average minimum of 1 day per week will be spent in an office base. • When in a Council office building will hot desk.

4.3 The first 3 styles have a mostly fixed location with the hybrid worker having different locations, i.e. it may include home/office/community/partners etc. The assigning of work styles to roles/individuals is based on business need first, however where employees have certain requirements these will be taken into consideration as well. The 'neighbourhood-based worker' will be obvious in most cases and they aren't in the equation in terms of home working, due to the nature of these roles. With regards to home-based workers – staff who want this work style would request it through the existing flexible working process. Another option is that services consider homeworking as a possible business

model and engage with staff regarding whether they would welcome it with a voluntary move to a Home Workers contract. Thinking is that the 'office-based worker' would be office-based because of a business reason or could be further to a preference from the employee, for example to support their mental health, disability, or they have lack a suitable space at home to safely work from.

- 4.4 It is envisaged that the majority of staff who use a PC/need a workstation for at least some of their role will be hybrid workers and we will adopt a 'hybrid by default' position for these type of staff. The amount of time spent in different locations can be determined by the employee's role, the service and is likely to change. We will need to invest to ensure that staff are able to work efficiently and safely, with health and wellbeing being at the forefront. Staff will need appropriate kit at home to enable this. It is envisaged that requirements will be identified further to a risk assessment as they vary dependant on the amount of time spent working at home and any particular support needs of the employee.
- 4.5 The ultimate aim is that the work style for each employee will be recorded on iTrent, the Council's HR and Payroll system. We will also record employee's main work base, enabling reports to be produced on the numbers of staff in the different work styles and their locations to be produced. It is suggested that work styles are not finalised and agreed for staff until a settling in period after phase 3 of reintegration. Some needs and considerations both from the business side and employee side may not be apparent until they have 'lived it' for a while.

5.0 SMART WORKING TOOLKIT AND ENABLERS

- 5.1 This new approach requires changes to some of our policies and also new guidance and other resources to be put in place. We are currently developing a toolkit.
- 5.2 There are other enablers/aspects to be considered to support the success of this practical and culture change, and many of these are being progressed:
- Appropriate workstation and ICT kit - in the office and home for Hybrid workers
 - Sufficient meeting rooms with technology to hold 'hybrid meetings'
 - Office redesign with more flexible workspaces/appropriate furniture
 - Desk and room booking systems fit for purpose
 - Roll-out of office 365
 - Modernisation/digitalisation programme
 - Parking charges approach

6.0 ENGAGEMENT

- 6.1 The People work stream have fed into this work and a presentation was taken to the Silver Group – Staffing, Digital and Modernisation plus a report has been considered by CLT, with approval in principle for this approach.
- 6.2 Engagement across the Council is now taking place as follows:

- Union colleagues
- EPIC Pioneers
- Staff networks/groups
- Staff engagement sessions
- Management engagement sessions

6.3 We know from the Pulse survey that was undertaken last year, that from those who responded, there was support for spending time working from home in future. 95% of staff said they would be open to working from home for part of their working time and 60% stated that they would be open to working from home for all or their working time.

6.4 Staff engagement sessions will be taking place late June and early July. At these sessions employees will be given an overview of the outcome of the pulse survey, lessons learnt from COVID and current thinking. We will introduce the 4 working styles and the support that will be available to employees and managers to support the new ways of working. Employees will be given an opportunity to provide feedback on the proposals.

6.5 Further to the engagement with staff and unions we will refine our approach and this will help to inform any other resource we will need to provide to ensure this is a success.

7.0 RECOMMENDATIONS

7.1 Further to considering the drivers for change, our future ambitions, research and benchmarking, it is suggested that we reintegrate staff with the Smart Working approach as detailed in the report.

7.2 As this will change the ways in which staff work (as compared with pre-pandemic) we are engaging colleagues on the proposals to get their support and to ensure that we put in place all of the enablers to make it successful.

7.2 Employment Committee are asked to note the contents of this report and support our proposed approach.

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TRAFFORD COUNCIL

Report to: Employment Committee
 Date: 28th June 2021
 Report for: Information
 Report of: Sara Todd Chief Executive

Report Title

Appointment of Deputy to the Chief Executive and backfill arrangements

Recommendations

1. That the contents of the report are noted;
2. That authority to approve the job descriptions for the proposed interim roles is delegated to the Corporate Director of Strategy and Resources in consultation with the Chair of the committee.

Relationship to Policy Framework/Corporate Priorities	The Head of Paid Service is a statutory role and therefore must be in place to work closely with the Leader and Executive to enact all corporate priorities and strategic ambitions.
Financial	This proposal is fully funded.
Legal Implications:	Under the constitution there is a requirement for a nominated individual to undertake Head of Paid Service responsibilities in the absence of the Chief Executive and this is addressed in the report.
Equality/Diversity Implications	We continuously strive to be inclusive and are committed to creating an environment that values and respects the diversity and richness that differences bring. By being inclusive, we can then better understand our residents and businesses and, in turn, serve them better.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	All temporary appointments in the report are from within the existing workforce, supporting our ambitions to create succession opportunities.
Risk Management Implications	The appointment of a Deputy will ensure all risk is managed and mitigated effectively.
Carbon Reduction	None
Health & Wellbeing Implications	None
Health and Safety Implications	None

1. Background

- 1.1 The Chief Executive has been advised that she will be required to take an extended period of absence for medical treatment with effect from Friday 25th June 2021.

- 1.2 The paper outlines the steps and considerations to provide cover for the Chief Executive during an extended period of absence of up to 6 months, including a period of phased return and outlines the backfill arrangements.
- 1.3 Consideration has been given to a number of alternative options to provide appropriate cover for the Chief Executive's roles and responsibilities during this period of absence. The alternative options considered included: appointing externally to an 'Acting' Chief Executive role for a fixed term period, as well as an internal 'acting up' appointment.
- 1.4 Given that the Chief Executive has the constitutional right to appoint a deputy, the option proposed is that the Chief Executive appoints a Deputy who would have full authority to act in respect of all the Chief Executive's duties, on instruction from the Leader of the Council during the period of her absence.
- 1.5 This arrangement is considered to provide for greater continuity and stability for the council at an important time in the development of its revised Corporate Priorities, work on the Budget for the coming year and in order to enable it to continue the route to Recovery post-Covid.
- 1.6 In considering options and in particular the option of appointing a member of the Corporate Leadership Team to act as her Deputy and therefore take on the additional responsibilities which fall within the role of the Head of Paid Service, the Chief Executive has given consideration to capacity across the team and the need to protect key work streams when considering who would be best placed to take on the duties required. Her considered opinion is that the Corporate Director Strategy and Resources would be best placed to take on this role from that perspective.
- 1.7 The paper outlines the arrangements for the Chief Executive to appoint the Corporate Director Strategy & Resources as her Deputy. Consideration has also been given to the need to provide some back fill support to that role while the Corporate Director will be deputising during the absence of the Chief Executive.

2. Authority to appoint a Deputy Chief Executive

- 2.1 The Chief Executive has the constitutional right to appoint a Deputy. This is set out in the council's constitution in the Appointment of Officers section in Part 3 'Responsibility for Functions' as outlined below.

"The Chief Executive following consultation with the Leader of the Council may appoint a Corporate Director to the role of Deputy Chief Executive on such terms and conditions including remuneration, as the Chief Executive sees fit.

- 2.2 The Deputy Chief Executive shall:

1. Undertake any duties delegated to him/her by the Chief Executive;

2. Perform duties of the Chief Executive set out in this Constitution either;
- (i) Upon the instruction of the Chief Executive; or
 - (ii) upon the instruction of the Leader of the Council when the Chief Executive is absent from his/her duties for whatever reasons for a period of five consecutive working days or more. During such times, the Deputy Chief Executive shall undertake any of the powers of the Chief Executive set out in this Constitution, except where the Constitution already provides for deputising arrangements for example 'Proper Officer' functions."
- 2.3 The appointment is not time-limited, although it does stipulate that the provisions in relation to who the deputy takes instruction from will differ where the period of acting is short term (5 days or less) or indefinite during any period of absence greater than 5 days. In the latter case instruction would be taken from the Leader with regard to the performance of Chief Executive duties.
- 2.4 The constitution also makes it clear that where there are already deputising arrangements in place under the constitution – as is the case for most of the Proper Officer roles – those arrangements will apply rather than those duties falling to the deputy.
- 2.5 There is a table in the constitution which sets out the deputising arrangements for Proper Officer functions. They largely fall to the Corporate Director for Governance and Community Strategy as they relate mainly to electoral matters (such as "Witness and receipt of declaration and acceptance of office"; accepting written notice of resignation from office) or are procedural, such as in relation to notices exempting information from production.

3. Deputy Appointment – arrangements and remuneration

- 3.1 The Chief Executive can appoint one of the Corporate Directors as Deputy and set the terms of that appointment including pay and period of appointment.
- 3.2 The Chief Executive must consult with the Leader but ultimately it is a matter for her as to whether she appoints a deputy, who that person would be and on what terms.
- 3.3 Having given the matter due consideration, the Chief Executive proposes to appoint the Corporate Director of Strategy and Resources as her Deputy, effective from Monday 21st June 2021 for a period of up to six months.
- 3.4 Benchmarking has been undertaken across GM to inform the salary remuneration level and a range of 5 incremental pay steps commencing at £135,000 -£143,000 is proposed. As the Deputy would perform duties of the Chief Executive under instruction from the Leader during the extended period of absence which will arise, the proposed salary level is £143,000 in recognition.

- 3.5 Certain 'Proper Officer' duties would be carried out by deputies already determined under the Constitution rather than by a Deputy to the Chief Executive if appointed.
- 3.6 Backfill arrangements to enable the Corporate Director of Strategy and Resources to deputise for the Chief Executive during her period of absence are included in para 4.0 for information.

4.0 Backfill arrangements

4.1 To ensure that the responsibilities of the Corporate Director of Strategy and Resources are appropriately discharged during the Chief Executive's absence, and to enable her to deputise for the Chief Executive during that period, the interim arrangements set out below are proposed with effect from Monday 21st June 2021

4.2 In relation to the backfill arrangements proposed, the Council's Officer Employment Rules set out the procedure which would normally be followed where consideration is being given to the appointment of someone at Director level including a requirement that the job description salary and benefits are approved by the Employment Committee before appointment. The Rules do state however that those procedures can be disapplied in exceptional circumstances, such circumstances to be determined by the Proper Officer in consultation with the Chair of Employment Committee. It is considered that the current situation and the time available to make alternative arrangements constitute exceptional circumstances and this has been agreed with the Chair of the Committee.

4.3 Details of the salary and benefits to be applied to the interim posts proposed are set out in the report. However, the job descriptions for the roles have yet to be finalised and, in the event that these are not available when this matter is considered by the Committee, it is proposed that authority to approve the job descriptions is delegated to the Corporate Director of Strategy and Resources in consultation with the Chair of the Committee

4.3 It is therefore proposed that the following arrangements are put in place with effect from the 21st June 2021:-

4.3.1. Interim Director of Strategy and Policy

Enhance and redesignate the current Assistant Director of Strategy & Policy postholder as Interim Director of Strategy and Policy and note that during the period of additional responsibility, the post holder will be a member of CLT. The post will be regraded to point 9 £88,751 in the Director grade SM3A during the corresponding period, for taking on additional responsibilities to lead the following functions:-

- Communication & Marketing
- Business Intelligence
- Performance
- Modernisation
- Strategic Partnerships

4.3.2 Interim Director of Human Resources

Enhance and redesignate the current Head of Workforce & Core Strategy postholder as Interim Director of Human Resources and note that during the period of additional responsibility, the post holder will be a member of CLT. The post will be regraded to point 9 £88,751 in the Director level SM3A grade during the corresponding period for taking on additional responsibilities including being the Proper Officer for Employment Committee and leading the following functions:-

- HR Operations
- HR Workforce & Core Strategy
- Resourcing
- Health & Safety
- Leadership Support function

To reduce the spans of management control and to provide sufficient capacity within the Workforce & Core Strategy function the following changes are proposed.

1. Allocate the management of the resourcing function to the Strategic Lead Organisational Development and line management for the Leadership Support Manager and CEX PA, paying an honoraria payment to increase the overall salary to a level equivalent to SM4C £52,453 and redesignate the role to Head of Resourcing and Development in recognition of the broader portfolio.

4.3.3. Interim Assistant Director for Traded Services

Appoint the interim Head of GMSS to an interim Assistant Director of Traded Services role at SM3C point 4 £79,410 and align GMSS with Traded Services to strengthen the commercial portfolio to equip all service offers to be fit for market and generation of income targets and achievement of customer excellence. This post is jointly funded with GMP to the substantive salary level and the post is currently being covered by an agency member of staff. The proposal would seek to appoint on a 6 months fixed term contract basis to secure the candidate.

5.0 Costs

5.1 The Director of Finance and Systems has confirmed that the additional costs of £26,665 plus on costs plus the salary increase of the Deputy to the Chief Executive of £12k plus on costs (6 months) will be financed from the general contingency budget to the end of December 2021.

6.0 Recommendations

1. That the contents of the report are noted;
2. That authority to approve the job descriptions for the proposed interim roles is delegated to the Corporate Director of Strategy and Resources in consultation with the Chair of the committee

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 28 June 2021
Report for: Information
Report of: Sara Saleh, Corporate Director of Strategy and Resources

Report Title

Salary and benefits package in excess of £100,000

Summary

This report details a Director salary and benefits package that is going to exceed £100,000 for a temporary period. This is vital to ensure that the Council continues to have a robust approach to the pandemic response and recovery planning.

Recommendation(s)

To recommend to Council that it approves the salary and benefits package for the Director of Public Health as set out in the report.

Contact person for access to background papers and further information:

Name: Sara Saleh
Extension: x4146

Background Papers: n/a

Background Information

Relationship to Corporate Priorities	This supports 'Health and Wellbeing' but also impacts on the other Corporate Priorities.
Relationship to GM Policy or Strategy Framework	Not applicable.
Financial	Covered in the body of the report.
Legal Implications	Under the Constitution pay and benefits packages in excess of £100,000 must be considered by the Employment Committee and approved by Council.
Equality/Diversity Implications	Not applicable.
Sustainability Implications	The additional commitment from this Officer is pivotal in the Council discharging it's duties during the pandemic.
Carbon Reduction	Not applicable.
Staffing/E-Government/Asset Management Implications	Not applicable.
Risk Management Implications	The additional commitment from this Officer is pivotal in the Council discharging it's duties during the pandemic.
Health and Safety Implications	The additional commitment from this Officer is pivotal in the Council discharging it's duties during the pandemic.

1.0 BACKGROUND

- 1.1 The Council has been responding to the Covid-19 pandemic since March 2020 and front and centre of our response has been the Public Health Team led by the Director of Public Health.
- 1.2 There has been a huge amount of pressure on the Public Health team – this has led to changes to the service’s resourcing model to ensure that they have been able to meet the challenges, whilst also preventing overworking and the risk of burn-out, as the demands have continued for an unexpected and unprecedented period of time.

2.0 ROLE OF THE DIRECTOR OF PUBLIC HEALTH

- 2.1 Our Director of Public Health has taken on additional work, including responsibility for an expanded team and also ensuring that there is senior expertise, to be delivered over extended hours to ensure 7 day support is in place.
- 2.2 In order to recompense for the additional responsibilities and providing 7 day cover, an honorarium payment was put in place initially from 1st September to 31st December 2020. As the pandemic pressures continued this has been extended for successive 3 month periods; the current period is to the end of June 2021. This need for this additional level of commitment will continue and at present it is envisaged that this will be required until at least the 30th September 2021.

3.0 STATUTORY POSITION IN RELATION TO SALARY PACKAGES OVER £100,000

- 3.1 Under the terms of the Localism Act 2011 all councils are obliged to approve and publish a Pay Policy Statement on an annual basis and to comply with Government Guidance in relation to pay and benefits. The guidance supporting the Pay Policy provisions requires that councils seek approval of payments of salary and benefit packages or termination payments in excess of £100,000. This guidance is reflected in the Council’s constitution which requires that all pay and benefits packages in excess of £100,000 are approved by Council, with a referral to Employment Committee in the first instance.
- 3.2 The Director of Public Health is currently on a salary of £97,612.50, and in addition to this, has been in receipt of an honorarium payment of £250 per month since 1st September 2020 in recognition of the additional duties and responsibilities she had been obliged to undertake. This means that if the honorarium payment is extended for a further period (full period - 1st September 2020 to 31st August 2021), over the 12 month period, the salary package will be £100,612.50.
- 3.3 It should also be highlighted that the national pay bargaining process is currently taking place between the relevant employer’s organisation and the

Trade Unions for each staff group's Joint Negotiating Committee (JNC). Ideally annual pay settlements are implemented in the April of each year, but often, and as is the case this year, it takes longer to reach agreement and so they are effected later in the year. Once agreed, pay increases are back-dated to the 1st April. Presuming there is a pay increase in 2021/22, and this is applied to the role in question, it is likely to take the salary package further over the £100,000 level.

- 3.4 Due to the unprecedented circumstances the Council had been in over the last 16 months, it has been vital that our Public Health Service has been shored up in order to enable the Council to discharge its statutory duties and deliver on its Corporate Priorities.
- 3.5 To be in a position to do this, the salary package of our Director of Public Health has been temporarily enhanced to recognise the essential advice and guidance they provide the Council with, and for working extended hours, often late into the night and at weekends, so that essential services can continue to be delivered safely to our residents.
- 3.6 Once we are back in the recovery phase in a more stable position in relation to the pandemic, the salary package will revert back to the normal annual salary. However, if the honorarium is extended as now required, that will take the pay and benefits package they receive to just in excess of the £100,000 level. It should also be noted that the salary may rise about the £100,000 level in the event that there is a pay award due to the application of national pay awards as described in para 3.3.

4.0 RECOMMENDATION

- 4.1 Employment Committee are asked to note the contents of this report and to recommend to Council that it approves the salary and benefits package for the Director of Public Health as set out in the report.