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**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 6 September 2021

Time: 5.00 p.m.

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

A G E N D A	P A R T I	Pages
1. ATTENDANCES		
To note attendances, including Officers and any apologies for absence.		
2. MINUTES		1 - 6
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 28 June 2021.		
3. QUESTIONS FROM THE PUBLIC		
A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services (democratic.services@trafford.gov.uk) by 4 p.m. on the working day prior to the meeting. Questions must be relevant to items appearing on the agenda and will be submitted in the order in which they were received.		
4. URGENT BUSINESS (IF ANY)		
Any other item or items which, by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.		
5. PEOPLE UPDATE SEPTEMBER 2021		7 - 24
To receive an update from the Interim Director of Human Resources.		

Employment Committee - Monday, 6 September 2021

6. **WORKFORCE RE-INTEGRATION UPDATE** 25 - 32
To receive an update from the Interim Director of Human Resources.
7. **AGENCY SPEND** 33 - 44
To receive a report from the Interim Director of Human Resources.
8. **QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY** Verbal Report
To consider an oral report of the Interim Director of Human Resources.

SARA TODD
Chief Executive

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, 27 August 2021** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH.

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EMPLOYMENT COMMITTEE

28 JUNE 2021

PRESENT

Councillor J. Bennett (in the Chair).

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

In attendance

Sara Saleh	Deputy Chief Executive
Angela Beadsworth	Interim Director of Human Resources
Bev Norton	Head of HR Operations
Kate Sturman	Strategic HR Lead Policy, Reward and Intelligence
Kyle Maycock	Solicitor
Alexander Murray	Governance Officer

APOLOGIES

Apologies for absence were received from Councillors S. Longden.

1. COMMITTEE MEMBERSHIP 2021/22

RESOLVED: That the Membership of the Committee for the 2021/22 Municipal Year be noted.

2. COMMITTEE TERMS OF REFERENCE 2021/22

RESOLVED: That the Terms of Reference of the Committee for the 2021/22 Municipal Year was noted.

3. MINUTES

That the Minutes of the meeting held on 1 March 2021 be approved as a correct record and signed by the Chair.

4. QUESTIONS FROM THE PUBLIC

None were received.

5. PEOPLE UPDATE APRIL - JUNE 2021

The Interim Director of Human Resources introduced the report with a focus on two key items. The Council had been nominated for Best Change Management Organisation Development Initiative award in the Public Services People Management association (PPMA) for the Council's "EPIC Story" which covered the Council's cultural change journey from its early co-design through to the start of 2021/22 municipal year. The award ceremony was to be held in September and the Committee would be updated on whether the Council were successful following the ceremony. She then updated on the Kick Start programme having

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28 June 2021

just done a press photo shoot prior to the meeting and informed the Committee that they would receive regular updates on the progress of placements.

The Head of HR Operations then went over the main points of the report which included levels of sickness absence, the delivery of the elections, and the Council's Health and Wellbeing support for staff. The Committee were informed that the coaching apprenticeship was going well and offered both employee development while increasing 1-1 support to staff members. The resource hub continued to thrive and had recently recruited volunteers to a "Volunteer Army", which would help the Council in the work recovering from the pandemic. The Council's change programmes were continuing to develop at pace, which included the continued integration of Health and Social Care and the redesign of Children's Services.

Following the overview Councillor Acton asked how many staff were in the town hall and whether the levels varied. The Interim Director of Human Resources responded that Council buildings were operating at 20% occupancy with a view of increasing to 40% as restrictions lifted. The Council were looking to change the way employees worked with a programme called Trafford Smart Working. Meeting room 9 within Trafford Town Hall was being used as a proof of concept around hybrid working arrangements. Once those trials were completed, they would inform the Council's thinking of how to structure work going forward to ensure the Council built back better from the pandemic, maximising the opportunities of working differently. Councillor Acton asked how the re-opening of Council buildings was progressing and the Interim Director of Human Resources responded that each department was managing their own occupancy levels. While this had led to occasional fluctuations in occupancy it was always within safe manageable levels.

Councillor Acton asked whether HR were confident that the Council would meet their target of having 104 apprenticeships. The Interim Director of Human Resources responded that the Council was doing what they could to meet the target but it had been impacted by the pandemic. The target was on the priority list and the Council were confident it would be met.

Councillor Acton asked whether the work to support managers with supporting staff impacted by domestic abuse was having the desired impact. The Interim Director of Human Resources responded that a lot of work had been going on around the check in sessions and to encourage managers to have wellbeing discussions with staff to provide them with the opportunity to raise any issues. The Strategic HR Lead Policy, Reward and Intelligence added that the Council had a Domestic Abuse Policy, which had been in place for many years, and were looking to develop this further through interaction with staff champions.

Councillor Boyes commented about the digital logging in system at Trafford Town Hall and that it was not as good as the track and trace app arrangements at other Council venues. The Deputy Chief Executive responded that the electronic logging in system at Trafford Town Hall was new and action would be taken to embed the system with Councillors.

RESOLVED:

- 1) That the report be noted.
- 2) That the Committee are to receive updates on the Kick Start Programme.
- 3) That work be done to embed the digital login system at Trafford Town Hall with Councillors.

6. AGENCY SPEND 12 MONTH REPORT 2020/21

The Strategic HR Lead Policy, Reward and Intelligence gave an overview of the report and informed the Committee that the total spend was over £4m. This represented a large increase on the previous year but it had been expected. The Committee were told that additional funds had been provided to deal with some specific Covid related positions. At a previous meeting the Committee had requested to know what proportion of the Council's pay bill agency spend represented and the estimation was that it accounted for roughly 7%.

Following the overview Councillor Acton asked about recruiting Social workers and whether the recruitment campaign was underway. The Interim Director of Human Resources responded that HR were supporting Children's Services in designing a recruitment programme to showcase why social workers should choose to work in Trafford..

The Chair asked whether the Council were still struggling with the recruitment of legal professionals. The Interim Director of Human Resources responded that the issues were ongoing and the Council were looking at ways to improve recruitment and retention and there were a number of activities in progress. The Chair asked whether any learning from other authorities could be done. The Head of HR Operations responded that the Council would be looking to learn and work collaboratively with other authorities and Trafford would be considering all avenues to address the shortage. The Chair asked whether the Council had considered working with universities that had high numbers of legal graduates. The Head of HR Operations responded that this was something the Council would look at.

RESOLVED: That the report be noted.

7. TRAFFORD'S SMART WORKING APPROACH

The Strategic HR Lead Policy, Reward and Intelligence went over the highlights of the report. The Committee were informed that the Council were utilising responses received from surveys conducted over the last year to understand staff member's views towards different working styles. There had been a number of teams who had embraced agile working since the pandemic and the Council wanted to embed and build on those positive changes.

The Strategic HR Lead Policy, Reward and Intelligence then described the Smart Working proposal, which were designed to offer staff more flexibility in their working life while enabling each service to work effectively. The EPIC Champions were leading on the development of the proposals and a number of information

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28 June 2021

sessions had been held for staff, which had received positive feedback. There had been a good level of engagement so far and the feedback received showed that staff members could see the benefits of the new ways of working. The Council were continuing to analyse all the information gathered from the sessions and would look at this information through the lens of equality to ensure that the proposals worked for everyone.

Following the overview of the report Committee Members were given the opportunity to ask questions or make comments but nothing was raised.

RESOLVED: That the report be noted.

8. CORPORATE DIRECTOR PORTFOLIOS

The Interim Director of Human Resources went through the report which looked at the realignment of roles following the voluntary severance of the Corporate Director for Governance and Community Services. The Committee were informed of the developments that were already underway and how the resignation had enabled the Council to move towards those arrangements. A new post of Head of Legal would be created, which would take on the role of the monitoring officer and be aligned to the Director of Finance. The Committee were asked to note the recommendations of the report.

Following the overview of the report Councillor Boyes asked where the role would be advertised. The Interim Director of Human Resources responded that it would be conducted via a focused legal professional recruitment provider.

RESOLVED: That the report and recommendations be noted.

9. INTERIM LEADERSHIP ARRANGEMENTS

The Deputy Chief Executive explained the reasons behind the need for interim arrangements. The Council had considered a number of options on how to proceed and had decided to proceed with the appointment of the Corporate Director of Strategy and Resources as Deputy Chief Executive effective from 21st June 2021. The Committee were informed of the knock on acting up arrangements for officers from the Strategy and Resources Directorate to enable the Corporate Director of Strategy and Resources to take on the role and responsibilities as Deputy Chief Executive and were asked to approve the recommendations of the report.

Following the summary the Committee unanimously agreed the recommendations of the report and passed on their best wishes to the Chief Executive for a speedy recovery.

RESOLVED:

- 1) That the report be noted.
- 2) That the recommendations of the report be agreed.
- 3) That the Committee pass their best wishes to the Chief Executive for a speedy recovery.

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

The Strategic HR Lead Policy, Reward and Intelligence introduced the item and explained that the Director of Public Health had reached the threshold due to the further extension of their honorarium to September 2021. It was explained that this was a time limited package and would revert to the substantive salary level once the honorarium came to an end.

Following the summary Members were given the opportunity to ask questions or make comments but none were raised.

RESOLVED:

- 1) That the report be noted.
- 2) That the Committee recommend Council approve the salary and benefits package for the Director of Public Health as set out within the report.

11. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Head of HR Operations informed the Committee that during the last quarter there had been 10 applications for exemptions and all 10 had been approved. The applications had come from the following directorates; one from Place, seven from Children's Services, one from Finance, one from Strategy and Resources, and One from Governance and Community Strategy. The Committee were told that a number of the applications related to long Covid and the associated ongoing consequences.

RESOLVED: That the update be noted.

The meeting commenced at 5.00 pm and finished at 6.02 pm

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TRAFFORD
COUNCIL



Agenda Item 5



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Employment Committee

People Update

6th September 2021

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>Measures to ensure our buildings and other settings remain COVID Safe to protect our front line staff.</p>	<p>Following the Government lifting of restrictions on 19 July 2021, we are continuing to protect our workforce and partners using our buildings through a managed approach to the use of office space. Emphasis remains on caution given the current variant rates regionally and nationally.</p> <p>Arrangements include</p> <ul style="list-style-type: none"> • Occupancy levels continue to be managed and monitored within our buildings with an electronic sign in process in place when accessing and exiting TTH and Sale Waterside. • Face coverings are recommended when moving through our buildings or within meeting rooms with others • We are maintaining space at desks, through the building and within meeting rooms.. • Increased cleaning regimes and hand hygiene arrangements continue. • COVID Risk assessments have been reviewed and refreshed for our buildings <p>On site Lateral Flow Testing is available for staff at TTH. We have supported relocation of this facility to the library space. This has allowed the reopening of the Terrace and potential additional meeting space. The new provides continued effective delivery of LFT testing both for our staff and other cohorts and is also available to be used for COVID and Seasonal Flu vaccinations.</p> <p>Following the changes to self- isolation rules on the 16 August, we have been able to increase the capacity of our meeting rooms at TTH and Sale Waterside to 1 meter plus spacing. This allows for improved use of the rooms for essential meetings where needed whilst still managing the risks of COVID transmission in those spaces through hands, face, space and ventilation measures.</p> <p>Our Returning to Work Guidance and Frequently Asked Questions have been updated on our COVID Health and Safety Pages and continue to be communicated regularly through manager and staff briefings.</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> <p>COVID arrangements continue to be reviewed on a monthly basis.</p>

Health, Safety & Wellbeing

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
COVID-19: Service Support	Supporting our services	<p>We continue to support our front line services in managing the risk of COVID transmission to protect staff and ensure business continuity.</p> <ul style="list-style-type: none"> • Our risk assessment templates have been updated to reflect the latest HSE and government guidance which services can use to support their ongoing COVI arrangements • We provide competent advice and support to services on the risk assessments they have put into place particularly front line teams such as Adults and Children's Services, Registrars, Libraries and Arts Services
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 (CEV) or at greater risk from COVID</p> <p>CEV staff are still able to work from home where this is possible and a individual risk assessment process allows service leads to consult with staff and ensure any additional protective measures are in place for them to work safely. We are also providing targeted support to teams where the nature of their work requires specific consideration in supporting CEV staff</p>
COVID 19: Staff Working from Home	Supporting our staff to work from home	<p>Support has remained in place for staff to work from home 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 • Wellbeing support and guidance <p>Six wellbeing principals have been adopted and endorsed by our corporate leadership team with advice to line managers and colleagues on meetings, keeping connected, taking scheduled breaks, communications and annual leave. Digital Microlearn sessions have been delivered to support managers and staff in making digital technology work for you with safety and wellbeing in mind. The staff Health and Wellbeing Pages have been refreshed and now include a Digital Wellbeing page providing further advice for staff in maintain a healthy digital culture at Trafford.</p> <p>As part of the wider reintegration work we are supporting future changing workstyles and ensuring appropriate health and safety considerations are integral to the process in terms of workstation assessments, set up and equipment provision.</p>

Health, Safety & Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Schools Support	Supporting our school with in their health and safety arrangements	<p>In preparation for Schools returning in September, the School COVID risk assessment template has been updated to reflect the latest Government Guidance and circulated to all Trafford Schools. This provides them with an effective tool on which to base their COVID arrangements and support a safe learning environment for pupils and staff.</p> <p>As part of the schools Health and Safety SLA, we have continued to support schools through:</p> <ul style="list-style-type: none"> • COVID Specific advice and support as required • Dedicated wider health and safety support through our Senior Advisors through site visits, telephone and virtual support. • Audit monitoring support: providing a toolkit to schools to be able to review their health and safety arrangements in place and identify any areas for development with advice and guidance form the Health and Safety Team. <p>78 schools used the SLA in 2020-21 and the SLA for 2021-22 has been available to purchase with an encouraging level buy back from schools.</p>
Reintegration – New Ways of Working	Health and safety considerations for changing workstyles and workspaces for the full reintegration of staff	<p>As part of the new ways of working workforce engagement piece, we are supporting this through:</p> <ul style="list-style-type: none"> • Health and safety needs in terms of assessment and work station equipment requirements for each work style • Changes to building occupancy and Service need within the buildings • Consideration to workspaces including collaborative/break out space and more active working e.g. standing desk opportunities to support the health, safety and wellbeing of staff.

Organisation Development

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
Management & Leadership Development	EPIC Manager Virtual Programme Supporting Managers to be EPIC.	<ul style="list-style-type: none"> We have now completed or commenced 14 cohorts of our EPIC Manager programme with more cohorts due to start in September. The feedback continues to be really positive from individuals particularly with the reflective learning circles where managers bring challenges to their cohort to help reflect on their approaches. We have continued our Micro Learn bite size sessions for leaders and managers that provide additional thinking and resources on key topic areas. The latest of these focussed on the impact of digital wellbeing looking at the habit loop that digital apps and social media draw us into and tips on how to manage the digital workplace to better work for you. We continue to review our EPIC Manager offer regularly. Upcoming development includes a refresh of our e-learning module for managers on Finance and looking at on-going wellbeing resources taking the learning and feedback from the last year. We also support individual teams with interventions based on identified leadership needs. This includes working with Children's services supporting their re-design work and also we're working alongside the IT and Digital teams as they continue their transformation of services.
Management & Leadership Development & Succession Planning	#LEAP Programme Supporting individuals who aspire to step up make an EPIC LEAP into management.	<ul style="list-style-type: none"> The first cohort of the LEAP Management Programme is now 5 months in to programme. Feedback from both the learners and the college has been extremely positive. In August the learners sat the first of there Institute of Leadership and Management Qualification (ILM) examinations. Each new manager has now started there coaching relationship with our new coaches, this is planned to support them both to develop their skills. A second cohort is starting to be recruited to in September 2021, with a planned start date of January 2022.
Member Development	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> Member Induction – 11 new councillors, plus all existing councillors, were given the opportunity to attend a virtual Induction Programme. This consisted of 'Welcome' and 'Meet the Chief Exec' events, along with four induction workshops, introducing Members to each directorate of the organisation. A programme of four, short pre-council training events has been scheduled, starting with Values-Based Recruitment in September 2021, and is currently being signed-off for approval.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Health & Wellbeing</p>	<p>Creation of a variety of “How To Guides” and training to support colleagues to remain healthy and productive in this new environment.</p>	<ul style="list-style-type: none"> • We have refreshed and re-launched our new Health and Wellbeing Pages. The pages collate all the resources and support available under themed areas e.g. resilience, managing stress, returning to the office and financial wellbeing. In addition we have added a number of additional “fluid books and guides” on topics such as Mental Health, resilience and thriving during isolation to support colleagues. Alongside these tools and in recognition that we learn in a myriad of ways we have also introduced our “bites” learning series, which are bite-sized Ted Talks with a series of reflection questions to encourage colleagues to implement their learning. • We continue to support and promote national campaigns such as 30 Days wild (July) Walk this May and currently promoting Cycle to Work Day. Our next event to highlight is World Suicide Prevention Day on the 10 September. We plan to host a number of resources on our new Health and Wellbeing Pages, along with other potential sessions. • We delivered our final Health and Wellbeing Micro-learn on the 04 August which focussed on Digital Wellbeing. Our next focus for our Micro-learns will be Equality, Diversity and Inclusion. • We are currently exploring resources for flu vaccinations for colleagues who fall outside of our section 75 health and social care teams and government guidelines. This will be a blended offer of voucher or face to face appointment.
<p>Induction</p>	<p>Creation of a more streamlined induction to support and ease the pressure on managers.</p>	<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 want to move past a simple refresh of the documents and create an induction which is engaging for managers, helps them build the right culture and warm welcome to their team and sets the right pace and support for the new colleague relevant to their band, knowledge and skills. • We are to create a blended proposal that will give the best experience and welcome to new starters and also use ours and managers time and resources in an effective way.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Engagement</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 "All colleague" events were delivered on the 15 July 2021. Alongside updates from the Chief Executive and the Leader we delivered a session on "Health Inequalities and the impact on Health and Wellbeing". • We have committed to undertake Best Companies Engagement Survey again later this year/early 2020. The survey and its functionality have changed somewhat since we last undertook the survey in 2019. We are summarising the options for the survey to CLT and will promote with colleagues the work undertaken within this space since our last survey, to encourage colleagues to share their feedback with us again when we launch the survey. • Work has been undertaken to define our 4 new working styles to support our re-integration plans and new ways of working. We have run a series of "New Ways of Working" engagement events with colleagues. In total across the 7 events around 240 colleagues attended to share their feedback about the proposals and what challenges and benefits they see from the proposed new SMART working styles. We are currently collating all the feedback to update CLT. • We wrote and submitted 2 entries for the MJ awards (Workforce Transformation) and the PPMA Awards (best change management initiative). We received notification that we have been shortlisted as a finalist for our PPMA entry. The results will be announced via a live virtual ceremony on the 14 September 2021.
<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 26 new starts with 4 of these in schools. ▪ 2 Supported internship placements will start in September 2021 within the library service. These are part of the United Response programme running for students from Loreto College. If successful it is hoped we can offer future placements.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Children's Services	Supporting CS redesign project	<ul style="list-style-type: none"> ▪ We continue to work alongside the project team with the service re-design and provide on-going support to Senior Leadership Team with regards Organisational Development interventions. We have delivered 2 sessions to date. This includes some reflective space and development with SLT looking at key change models as they continue their transition and facilitating meaningful challenge on behaviours. ▪ We have continued our offer for both managing change (looking at this from an individual perspective and also a workshop for Managers around the psychology of change. In addition we have been advertising and running sessions on Interview Skills for colleagues looking to progress their career within the service. • We continue to offer support as and when required within individual teams. This has included the facilitation of team meetings across our Youth Engagement Services looking at team dynamics and personality types with the Street Talk team and bringing the Connexions team together to celebrate success and consider their personal mission statements in what inspires them in being EPIC. • We are also involved with the planning and interventions for the upcoming practice week.
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 with the first session focusing on reasonable adjustments. ▪ 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. Our next event to highlight is Disability Awareness Day on the 12 September. ▪ 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 took place and we evolved the content based on this feedback. We have now scheduled dates for the re-launch of the session in September. ▪ As part of our work with the Association for Public Service Excellence we have asked colleagues to participate in our Fairness and inclusion Survey to share their thoughts on working for Trafford, the services we deliver and any helpful ideas they may have to support us to improve fairness and inclusion. Currently 218 colleagues have completed the survey, and analysis of the results will take place over the next couple of weeks.

Organisation Development

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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. • The first of our Coachees are due to complete there apprenticeship in first quarter of 2022. • We currently have 12 colleagues undertaking this qualification. • At present we have 22 colleagues undertaking a coaching relationship with a qualifying coach, this includes 10 (LEAP attendees).
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. These have now been completed with feedback gathered to support additional communication and engagement needs • The CCG have now launched their 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. The first monthly awards are due to take place shortly.
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 have now appointed to 2 external placements and 12 internally. ▪ So far we have held 3 wrap around support sessions with our internal placements exploring, how to keep them safe online, our EPIC values and Team Work. ▪ They will be learning about customer service in September and undertaking recruitment support and mock interviews in October 2021. ▪ We have started to recruit to our second cohort of placements which are planned to start in October 2021. ▪ Our Kickstart scheme has been promoted via the Trafford Council communication links and has also appeared in an article written by Councillor Freeman.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
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 monthly workforce availability/resourcing report for RCG.
Self Isolation Guidance	From 16.08.21 those who are classed as legally exempt no longer need to self-isolate if they are identified as a close contact of a positive case	<ul style="list-style-type: none"> • Updated policy position for managing those who have been identified as a close contact in the workplace in consultation with colleagues in Public Health. • Guidance for both colleagues and managers published on the intranet • Communications for managers and all colleagues on the changes
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"> • Agreement in principle for 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. • Workforce engagement took place during July with 7 sessions where staff could find out about the proposals and provide input. Dedicated intranet page created with presentation, recording of a session and feedback form. • Analysis of the feedback undertaken and report will go back to CLT. • Toolkit with underpinning policy and guidance is being developed. • Enabling work streams are progressing led 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.

Policy, Reward and Workforce Intelligence

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People Workstream Area	Work Summary	Key Outcomes / Deliverables
Trade Union Facility Time Reporting	As a public sector employer, on an annual basis we must report and publish information on facility time for employees who are trade union representatives. Returns both for the Central Function and the Education Function. Also reported as part of the Transparency Code 2015.	<ul style="list-style-type: none"> • All data collected for the returns from different sources (TU reps, Finance etc.). • Calculations undertaken. • Return submitted via the Government portal. • Data published on the Council's website as part of the Transparency Code 2015 requirements.
Schools Job Evaluation for support staff	Job evaluation for schools to move their support staff onto the NJC pay scale.	<ul style="list-style-type: none"> • 4 schools who have purchased support recently - working with them to undertake the JE and consult with affected staff and implement. • Develop SLA so schools fully understand the benefits and risks, the process, the service which will be provided and costs. • Promote the SLA to schools still to go through a JE review for their support staff.
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"> • 23 employees left on 31st March • 22 employees due to leave on 30th September and 1 in October. Settlement Agreements have been issued and signed copies received back. Reaffirmation letters will be sent in September. • Final costs and savings to be collated for Finance. • Voluntary Severance policy in draft and once finalised to be used by services as appropriate, during service redesign.

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. • Campaign to raise awareness when all resources are in place.
Cycle to Work Scheme provider review	The cycle scheme contract with Halfords is now finalised.	<ul style="list-style-type: none"> • Finalising new contract with Halfords now completed • Increase in the spend limit to £2,000 so that staff can consider options such as electric bikes. This supports our sustainable and health and well-being agendas.
Birthday leave	To acknowledge and reward staff for their commitment during the pandemic, staff being given birthday leave.	<ul style="list-style-type: none"> • Scheme scoped out – for leave between 1st August 2021 and 31st July 2022, with service criterion of 1 year. • Scheme created in MiTrent so relevant staff can see and book their leave. • Consideration of the best approach for staff who are unable to take the leave, i.e. some staff attached to schools who work during term time. • Intranet page developed with full details of the scheme. • Communications for managers and all employees.
Flexi-time variation to number of flexi-days.	As an acknowledgement of the pressures staff have been under during the pandemic, decision made that this year, staff can take an additional 2 flexi-days.	<ul style="list-style-type: none"> • Paper with proposal produced for CLT with sign-off on the decision that there will be a variation to the normal policy position that up to 13 flexi days can be taken. Staff can take up to 2 extra days before 31st March and reduce flexi-balances. • Communications have gone out to managers and staff. • Working with ICT to refine the existing flexi-time system so that from 1st April all positive balances will be reduced to 16 hours in line with the policy position. • Further communications to staff, particularly towards the end of the financial year.

HR Operations Team

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People Workstream Area	Work Summary	Key Outcomes / Deliverables
HR 'One Front Door' Service Delivery Model	Streamline access into the HR service	<ul style="list-style-type: none"> • Continue to promote and redirect managers and staff to the 'One Front Door' advice line, and the rolling out of the training plan to GMSS employees. • The use of the 'One Front Door' service is starting to increase, which is reflective of the soft launch. • Continue to discuss the data report requirements with GMSS.
HR Service Delivery Model	Modernise and streamline access into the HR service	<ul style="list-style-type: none"> • Implementation of HR Advice Service from 1 September 2021 for schools who purchase the HR SLA - 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 • Completing delivery of Schools HR Training Programme to GMSS Specialist Advisors, to support the new model

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"> • Publishing and marketing of HR Consultancy SLA offer for 2021/22 to schools and traded services • 38 customers confirmed purchase of the HR SLA for 2021/22 to date. 14 customers yet to confirm and being contacted • Exploring options for HR Consultancy SLA for schools employing in-house HR specialists. Bespoke HR SLA package offered on a trial basis to one school • Exploring revisions for the 2022 SLA delivery and opportunities for joint SLA option with HR Consultancy and GMSS
Training	HR Updates	<ul style="list-style-type: none"> • Continuation of breakfast briefings for senior leaders in schools; sessions delivered in September and October 2021
Traded Services (Schools)	HR Service Delivery	<ul style="list-style-type: none"> • Contributing to the LGA consultation on proposed School Teachers Pay and Conditions Document 2021/22, collating feedback from Head Teachers to inform this • Summer program of Schools HR policy development. Revision of 9 current policies and drafting new Model Pay Policy for 2021/22. To be consulted with TU's in September 2021 • Revision of schools JNC terms of reference

HR Operations Team

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
HR Service Delivery - Redesign	Children's Service Redesign	<ul style="list-style-type: none"> • Phase One implementation is ongoing. This is being completed in a phased approach, taking each level in stages to ensure we accommodate any vacancies that are realised for the next level and ultimately the wider service; reinforcing the commitment to provide opportunities and develop our internal talent in the first instance. Below is a summary of the progress so far: <ul style="list-style-type: none"> ○ Strategic Lead Safeguarding, successfully filled by an interim and is progressing to external recruitment. ○ 6 Head of Service roles, 2 have now been appointed via 1 Strategic Lead assimilation and 1 Service Manager appointed after a successful interview process. Remaining 4 roles have interim resource allocated and are progressing through internal / external recruitment process. ○ Designated Children Safeguarding Officer currently being delivered by a newly recruited interim. This position has been advertised internally and will now progress to external recruitment. ○ 16 Practice Manager roles, 8 have been filled via assimilation of current Service Managers or a ring-fenced interview process for current Team Leaders. The remaining roles are currently being advertised to the wider service. ○ Practice Lead role successfully filled after interview of a current Service Manager. ○ Youth Justice Manager, currently being advertised to the wider service. • All ring-fenced roles have undergone a robust selection process, including: Application, Partner Panel and Young People Panel interview, Timed Assessment Question, Presentation, Competency Interview and Leadership Discussion with either the Corporate Director or Director of Early Help & Children's Social Care, depending on the seniority of role. • Progressing with the next level to determine the Advanced Practitioner role outcomes. These are being offered to the remaining Team Leaders and to the current Senior Practitioners. Colleagues will identify which area / part of the service would be their 1st, 2nd, 3rd choice. The final decision of allocation will be made by senior managers ensuring the right skills and experience are positioned to best meet the needs of Trafford's children. • The biggest cohort of staff, Social Workers will go through this process during September with the remaining roles in phase one to follow swiftly. • To assist with the recruitment of Social Workers and strengthen Trafford's brand, a procurement exercise is near completion • We are now preparing for phase two, with planned delivery of engagement sessions.

HR Operations Team

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Traded Services (CCG)	HR Service Delivery	<p>ICS:</p> <ul style="list-style-type: none">• We continue to support the statutory ICS transition programme and the safe transfer of CCG colleagues to the ICS with effect from 1 April 2022• Attendance at the fortnightly Greater Manchester HR Delivery Group as a representative for the CCG and other forums such as the Transition Board and Health and Social Care Recovery Board.• Currently undertaking Phase 1 activity – Data Collection <p>NHS Staff Survey:</p> <ul style="list-style-type: none">• Supporting the CCG's participation in the 2021 NHS Staff Survey.• National questionnaire's to be distributed by participating organisation to colleagues by 4 October, survey closes on 26 November 2021

Trafford Resourcing Function

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
Resource Hub	To provide a temporary resources to support COVID related activity and funded from the Contain Grant.	<ul style="list-style-type: none"> Continuing to support the rapid recruitment to bring in a range of resources to support the COVID 19 – new business cases approved. Introduction of a revised vacancy clearance process for COVID 19 temporary resources to ensure vacancies are filled internally where possible. Advise on the creation and job evaluation of new roles to ensure that they were fit for purpose to support COVID 19 Recovery and Re-integration plans. Continuing to 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, vaccination sites, 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 resourcing options. Supporting Children’s to develop a Social Worker Recruitment Campaign and procure a recruitment consultancy to work in partnership with. Supporting the development of an exit strategy to safely exit the temporary resources at the end of March 22
BAU: Recruitment	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> Piloting the new Application Tracking System and reviewing plans to role this out across the Council – managers will be able to shortlist and schedule interviews on-line, pre-employments checks can be carried on-line which will improve the overall recruitment experience for candidates and managers. Successfully procured a new agency Social Worker Framework. Supporting the procurement process for the new agency contract. Supporting the Values Based Recruitment Training. Introduction of an updated vacancy authorisation process to ensure all vacancies are filled internally whenever possible. Developed guidance 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. Executive Recruitment – supported the successful recruitment of the Director of Development & Assistant Director of Provider Services. Currently supporting the recruitment of the Director of Legal. 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. • The Virtual Workforce Information System (VWIS) now has the full Trafford locality workforce data on the system. 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) Trafford PCN data is being used in a pilot to drill down to neighbourhood level (3) Attend Strategic Workforce Planning Train the Trainer sessions led by GM in Oct/Nov 21, now a trainer has been procured. (4) Front line VWIS users have been identified in Adults Services and they will be on boarded onto the project. (5) 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. This group has been paused over July/August due to annual leave and will pick up on key tasks in September. • We have continued to support the Integrated Care System Transformation Programme: <ul style="list-style-type: none"> • We continue to support the statutory ICS transition programme and the safe transfer of CCG colleagues to the ICS with effect from 1 April 2022 • Attendance at the fortnightly Greater Manchester HR Delivery Group as a representative for the CCG and other forums such as the Transition Board and Health and Social Care Recovery Board. • Currently undertaking Phase 1 activity – Data Collection <p><u>NHS Staff Survey</u></p> <ul style="list-style-type: none"> • Supporting the CCG’s participation in the 2021 NHS Staff Survey. • National questionnaire’s to be distributed by participating organisation to colleagues by 4 October, survey closes on 26 November 2021

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 6 September 2021
Report for: Information/Update
Report of: Angela Beadsworth, Interim Director of Human Resources

Report Title

Update on SMART Work Styles Engagement and Reintegration

Summary

This report updates Employment Committee on the work undertaken to date on our proposed SMART Working styles and the outputs of the engagement sessions with staff and stakeholders. It also updates on the work undertaken and to be undertaken to enable the organisation and its people to adopt and embed Smart working.

Recommendations

That the content of this report is noted.

Relationship to Corporate Priorities	This report aligns with the council's Corporate Priorities
Relationship to GM Policy or Strategy Framework	None
Financial	Some costs relating to equipment factored into medium term financial planning
Legal Implications	Changes to terms and conditions will be legally compliant
Equality/Diversity Implications	The proposals for new ways of working support a better work life balance and enhances our workforce diversity aspirations
Sustainability Implications	None
Carbon Reduction	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	See Legal Implications section.
Health & Wellbeing Implications	The proposals complement our aspirations for a better work life balance that supports our mental and physical well-being
Health and Safety Implications	All workforce proposals will support health and safety compliance

Summary of key stakeholders involved in report production:

Name: Nina Kijowski, interim Head of Resourcing & Development

1.0 INTRODUCTION AND BACKGROUND

- 1.1 We like many organisations, including other GM authorities, want to capitalise on the lessons we have learnt from the pandemic in terms of how our staff can work in very different ways. Before the pandemic we had agile working in place with varying levels of maturity across our business.
- 1.2 There has been consensus that we want to continue with flexibility of location for staff who work in suitable roles and after considerable research and benchmarking, a proposed approach called ‘Trafford Smart Working’ with 4 work styles was developed.
- 1.3 Further to support from the Silver Group – Staffing, Digital and Modernisation, we took a paper to CLT in May 2021 to gain agreement in principle for the approach and to seek support for a period of workforce engagement. Employment Committee was also briefed in June 2021 on the approach.

2.0 SMART WORKING CONCEPT

- 2.1 ‘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.
- 2.2 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.
- 2.3 Key features of Smart Working include, managing by outputs, a trust based culture, high levels of trust and autonomy, reduced reliance on physical resources and maximising the use of digital tools. Our concept is based on the fact that ‘work is something we do, not somewhere we go’ and this underpins our new approach.
- 2.4 In adopting the SMART working approach there are many benefits, which include:
 - An increase to the effectiveness of our activities by focusing on work outcomes rather than processes and inputs.
 - A more balanced work-life balance for colleagues.
 - A reduction in financial costs associated with running the organisation.
 - A reduction in our environmental footprint of our working practices.

3.0 WORK STYLES

- 3.1 We proposed 4 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. Defining these styles helps to inform the individual kit/equipment

requirements for each style. It also helps us to manage workplace capacity and makes 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.

- 3.2 A reminder of the proposed smart work styles and their principles can be found in appendix A.
- 3.3 The “Home, Office and Neighbourhood” work styles have a mostly fixed location. The hybrid worker may have different locations of work, such as home, community and office and/or partner locations.
- 3.4 We propose that assigning of work styles to roles/individuals is based primarily on business need, however, where employees have certain requirements these are discussed and taken into consideration.
- 3.5 Colleagues who would like to request to become a “home based” worker will do this through the existing flexible working process, as this will be a contractual change. For this reason we are not proposing that home based working is mandated for any services/roles at this time.
- 3.4 It is envisaged that the majority of staff who use a laptop for a proportion of their time, will be hybrid workers, we will adopt a ‘hybrid by default’ position for these staff. As the business models for our teams and services are so diverse our suggested approach is that it is up to them to determine how much time staff spend in different locations, including their home.
- 3.5 This will vary from team to team and over time. However we recommend that we have a framework of parameters in place to differentiate between home and hybrid workers as there are distinct contractual differences - it is suggested that hybrid workers should attend a Council setting at least one day each week on average.
- 3.5 The ultimate aim is that the work style for each employee will be recorded on the I-Trent system. We will also record their main base. This will enable us to report on the numbers of staff in the different work styles and their locations. It is suggested that work styles are not finalised and agreed for staff until a settling in period after full reintegration has taken place.

4.0 COLLEAGUE ENGAGEMENT

- 4.1 To ensure that we have the right approach for the Council and the support of and buy-in from our workforce. We undertook a period of engagement throughout June and July. This included:
 - Union colleague briefing
 - EPIC Pioneers briefing
 - Staff networks/groups liaison and offer to attend meeting
 - Staff engagement sessions
 - Management engagement session

- [Dedicated intranet page with presentation, recording of the first engagement session and feedback form.](#)
- Attendance and feedback from DMTs

Staff Engagement Sessions

- 4.2 Around 240 employees and managers attended one of our 7 engagement sessions. At each session we delivered a presentation on the Smart working concept and the Estates and ICT considerations and support that we would need to support this change.
- 4.3 Before each session we issued a slido poll/questionnaire to all attendees. We repeated 2 of the same questions from our pulse survey in June/July last year. We wanted to revisit how colleagues currently feel about working from home for all or part of the time and if views had shifted since we undertook the pulse survey last year. Although it was a small sample size (57 respondents) the results are almost exactly the same.

Question	Pulse 2020	SLIDO Poll 2021
I would be open to working from home for all of my working time?	60%	53%
I would be open to working from home for part of my working time?	95%	96%

- 4.3 During each of the engagement sessions we split colleagues into break out groups to gather their feedback and views on the proposals presented. We asked staff 5 questions and themes coming from each of these questions were as follows:

1. Do you have any comments/suggestions on the names of the 4 working styles and the concept of Smart working in general?

On the whole staff were comfortable with the terminology of the 4 smart work styles. 47 out of the 74 comments gave no specifics and 18 had comments on the terminology which included some suggestions for other names. A couple of comments were 'like the concept & the options, names seem to be clear' and 'group members felt that the working styles were appropriate and everyone in the group could identify with a working style'.

2. What do you like about the proposals?

A proportion of comments just stated that they liked the proposals. The themes that came out most strongly around what they liked were: increased flexibility; supportive IT/technology; reduced time spent commuting, improved productivity. Comments included 'provides flexibility for services to undertake their roles whilst

supporting individual staff in their work/life balance’ and ‘some felt that they are more productive at home and more in control due to increased autonomy’.

3. What concerns do you have/challenges might there be?

Interestingly there were a vast range of comments in response to this question – of 159 comments they were categorised into 33 themes. There was no one area of significant strength of feedback. The areas with most comments were: technology; work life balance; who decides work styles; confidentiality; new starters; desk availability. A couple of comments were ‘IT equipment needs to work efficiently to support people working away from the office/home workers’ and ‘Staff need separation between work and home’.

4. What further support is required?

There was some cross over with the previous question in terms of suggestions as to how we can overcome some of the potential barriers. The key themes were: equipment; IT support; Technology; guidance for managers. A couple of comments were ‘what additional equipment will be provided for home working - monitors, chairs, desks etc.?’ and ‘will need straight forward guidance which is readily available in relation to new technology’

5. What other suggestions, feedback or ideas do you have?

There were a vast range of responses to this question with the only theme coming out strongly being technology. One really positive response was ‘Trafford has shone through the pandemic with the support they have given to their staff’.

6.0 OVERVIEW OF FEEDBACK FROM WIDER ENGAGEMENT ACTIVITY

6.1 **DMT’S** - As part of our engagement process, we met and presented our proposals to each DMT (including the CCG). Feedback was overwhelmingly positive towards the smart working concept. There was support for 1-2 days back in the office as we transition back to the “new normal” and most services were anticipating at most a return to 2 days in the office; with the exception of Children’s Services, Planning and Regulatory services who anticipated 3 days.

6.2 There were concerns raised around maintaining confidentiality in a flexible work environment voiced by HR, Adult’s Services and Children’s Services. Equally to enable effective “hybrid working” a fit for purpose desk/room booking facility was felt to be essential along with the ability for whole teams to still be able to come together as and when required. Other feedback included:

- Particular concern to retain a team ‘base location’ to enable collaboration voiced by the Place Directorate as a whole.
- Suitable training spaces needed by Exchequer and Customer Services.
- Non-office staff need to be acknowledged within the approach.

- Resident access to services needs to be considered at all times.

6.3 **Wider Groups** - Equally there was support for our suggested approach from union colleagues, EPIC pioneers and staff networks and our staff networks were encouraged to also give specific feedback as a group or via the form on the intranet.

6.4 Based on the feedback, no changes to the core proposals need to be made and no issues were raised that hadn't already been anticipated. However we know which areas we need to give more focus on. The leads for this project have been sighted on all of the comments that link to their work stream to ensure they are acknowledged and factored in where possible. The comments mostly link into the next section.

6.0 NEXT STEPS & RECOMMENDATIONS - SMART WORKING ENABLERS

6.1 We are opening our doors to colleagues from September and will welcome staff back into the office with the guideline of up to 1-2 days a week. We are asking all services to maximise all of the 5 working days of the week to reduce the burden on facilities and ensure space within the offices.

6.2 We are asking managers and colleagues to complete check-ins to discuss re-integration and wellbeing to ensure a balance of service/operational requirements along with wellbeing needs.

6.3 Taking into account winter / further waves of the pandemic, the Project Team (which is cross functional ICT, HR and Business Transformation) will use the time until March 2022 to plan and implement updated home equipment, office based solutions for colleagues and ensure all the necessary support is in place to support the culture change. This will also give managers and colleagues an opportunity to road test the "hybrid working" role. We would expect (subject to any changes in government guidance) to fully implement the smart working styles by March 2022.

7.0 NEXT STEPS AND WORK TO BE UNDERTAKEN

7.1 There are some enablers and supporting work streams to this project, which we need a focus on to ensure we meet our legal responsibilities, improve employee experience and productivity – this should ensure that our new ways of working are successful and the benefits are realised. These include the following which are being progressed:

- Reviewing floor plans with desk allocation by directorate to support the return of staff in September, along with support with how spaces are shared. We are currently reviewing options to enable a fit for purpose desk and room booking system.
- New technology is proposed to be tested and evaluated further in rooms 5 & 9 at Trafford Town Hall and meeting room 5 at sale waterside for a further 3 months, we will also expand the meeting technology pilot to meeting room 12 at the Town Hall. We have had some evaluation (positive and constructive) but we hope to

collect richer data for a further 3 months as footfall increases in each of the spaces. This will allow us to confirm and evidence a correct level of investment in the meeting room technology. In the short term we will be holding live demo/drop in sessions to support colleagues to become familiar and confident in using the meeting room equipment.

- Car parking – We are currently working through a longer term solution to support Smart working and the environment. However, for the month of September as we welcome staff back into the office for 1-2 days a week car parking at Trafford Town Hall will be available on a first come first served basis and existing arrangements at Sale Waterside will continue. We will survey staff throughout September to help shape our proposals whilst reviewing the options (to promote) for sustainable and active travel.
- Appropriate kit in the office, home and hybrid workers – We have secured Covid contain funding to equip up to 200 home workers, work is currently under way to devise a logistics solution to deliver this equipment to staff at home with minimal impact on the organisation. We are working with H&S to define the “core kit” required for a hybrid worker to work safely and productively whilst at home and the potential budgetary impact for existing and new starters.
- Policy development – We have reviewed and updated our home worker and flexi time policy and are currently defining our Smart working policy. Once we have had wider stakeholder input on the smart working policy all updated policies will be sent to CLT to review and sign off for implementation.
- Support for Colleagues and Managers – We have reviewed and refreshed our [Health and Wellbeing Pages](#) which includes pages with tools and resources on subject areas such as: returning to the office, leading through Covid and Mental Health and Wellbeing. We appreciate that returning to the office will be a further period of change for colleagues and some staff, understandably may be anxious. We have two virtual workshops to help colleagues with personal change and to support managers to lead through change, which are available for all to attend. Equally we are encouraging all managers and colleagues to have a conversation with their team members during their check in on returning to the workplace. A [wellbeing coaching guide](#) has been produced to support managers to have these essential conversations and is available alongside all our other check in [tools and support guides](#). Moving forward we will produce further learning and development support on areas such as “working together as a smart team”, “maintaining confidentiality” “inclusive leadership” and “managing by outputs”, for example.
- Implementation of Office 365 will be a key enabler to Smart working and work is progressing against this area against the MS 365 implementation plan.

- Work is also underway to make sure that we meet our duty of care both in the office and at home (first aiders, fire marshals, PEPs) and various options are being considered for the reception provision at Trafford Town Hall.

Appendix A: Overview and Principles of Smart working styles

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. ▪ 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. ▪ May be considered: ▪ Where 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. ▪ For other business reasons. ▪ As a supportive measure for 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, children's homes etc.
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. ▪ Expectation that on average a minimum of 1 day per week will be spent in an office base. ▪ When in a Council office building will hot desk.

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 6th September 2021
Report for: Information
Report of: Angela Beadsworth, Interim Director of Human Resources

Report Title

Agency and Consultant Spend for Q1 - Period 1st April 2021 to 30th June 2021

Summary

This report details the quarterly 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

Summary of key stakeholders involved in report production:

Name: Tracey Sefton, Interim HR Strategic Resource Lead

Extension: x 4131

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. The aim is to recruit to posts as quickly as possible, however ensuring that we follow the process and firstly consider employees on notice from redundancy (redeployees), "at risk" staff (those employees where there is a real risk of redundancy) and apprentices before advertising openly.
- 1.2 It is however recognised that there will be circumstances whereby there are immediate resourcing needs that are predominantly short term in nature and require access to time limited and/or specialist skills that cannot be found within the organisation, or where cover is required for day-to-day absences. There are also role for which we have recruitment and retention difficulties. For these reasons, access to temporary agency support is essential to meet critical gaps in service provision. In some cases due to the specialist nature of the work, consultants are required.
- 1.3 Appendix 1 details the spend breakdown for quarter 1.
- 1.4 Appendix 2 provides a breakdown of assignments that were still active as at 30th June 2021.
- 1.5 The agency costs for the quarter have been met from within existing staffing budgets to support services whilst they have been restructuring, reshaping and recruiting to vacant posts, thus ensuring that statutory obligations are met on a day-to-day basis.

2. Directorate Overview

2.1 Children's Services

- 2.1.1 In Q1 2021/22 spend in Children's Services totalled £466,567.80 and as at 30th June 2021 there were a total of 47 active assignments across the Directorate.
- 2.1.2 The spend has substantially reduced as compared with Q4 2020/21 which was £839,896. When comparing agency spend with the corresponding period in Q1 2020/21 (£644,050) it is substantially lower.

- 2.1.3 The proportion of the quarterly spend that is on all interim qualified Social Worker roles has decreased from 91% in quarter 4 to 73% in quarter 1. The next biggest spend is on Independent Reviewing Officers with £20k. This demonstrates that resourcing for this workforce, with the exception of Social Workers is stable.
- 2.1.4 The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable children. The interim staffing need is primarily required to cover staffing resource gaps, created as a result of short-term staff absences or whilst recruitment to permanent posts is underway and cover is critical to ensure that service users receive the appropriate level of care and support.
- 2.1.5 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. Spend through these agencies in Q1 (2021/22) is £407,044.16 which has increased when compared with the corresponding period in Q1 (2020/21) £361,564.29. The service will continue to monitor this situation and ending assignments as soon as permanent workers have commenced in post.
- 2.1.6 As part of the service redesign, a number of improvements have been implemented to attract, recruit and retain qualified social workers, along with the development of a Recruitment and Retention Strategy. This includes the introduction of a market supplement in April 2021 that will support the immediate recruitment and retention of front-line social workers and bring Trafford to a more competitive place with our GM neighbours
- 2.1.7 The improvements also include an updated induction programme for all new colleagues, manageable workloads, practice led improvements to refresh their supervision framework, investment in a minimum 3 year programme with relational partners, 'Strengthening Practice' who will deliver a programme of 'core skills' to the workforce and work at all levels in building relationships and help to unblock any culture barriers to improvement and learning. 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 in the short term. However, HR continue to work alongside the service redesign project team and provide on-going support with regards to Organisational Development interventions, delivering change workshops and running sessions on interview skills for colleagues looking to progress in their careers.
- 2.1.8 HR have provided support and advice to engage a recruitment consultancy to work in partnership to develop a high quality Social Worker recruitment campaign in order to successfully attract and recruit to a number of vacancies, therefore reducing the reliance on agency workers. The recruitment campaign will be launched in September 2021 which will run for a period of 3 months initially with the flexibility to extend the campaign if required.

2.1.9 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.

2.1.10 We also 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.

2.2 Adult Services

2.2.1 In Q1 2021/22, spend in Adult Services totalled £305,630.73 and as at 30th June 2021 there were a total of 77 active assignments across the Directorate.

2.2.2 This is a significant increase as compared with Q1 2020/21 which was £124,800. Spend has further increased when compared with the previous quarter Q4 2020/21 which was £261,489.

2.2.3 45% of spend was on interim qualified Social Worker roles. The majority of the remainder of spend is on Support Workers at 36% (£110,223) and Social Care Team Leader at 17%. Agency spend on Support Workers in Ascot House is at 1.2% (£1,351) and in Supported Living is 98.8%. The internal Resourcing service has been supporting Ascot House and Supported Living to recruit casuals and a number of permanent roles to reduce the reliance on agency.

2.2.4 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.

2.2.5 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.

2.2.6 The Adults Workforce Development Group oversees workforce development across Adults Directorate and will now govern the decision making aspects of the Trafford Academy project.

2.3 Governance and Community Strategy

2.3.1 In Q1 2021/22, the total agency spend in Governance and Community Strategy totalled £66,883.91 and as at 30th June 2021, there were 9 active assignments.

2.3.2 The spend has decreased as compared to Q1 2020/21 which was £107,654 and when compared to Q4 2020/21, it has increased slightly from £62,003.

2.3.3 There is a small amount of spend on Procurement roles as this service moved under this directorate during the year. 16% of spend is on an Information Governance Officer. However the largest spend is on legal roles at 72% 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, includes looking at options to develop a pipe-line in-house for example through apprenticeships and the development of career pathways to support succession planning and career progression.

2.4 Finance and Systems

2.4.1 In Q1 2021/22, there was no agency spend in Finance and Systems and no active assignments at the end of the quarter (Q4 2020/21).

2.5 Strategy and Resources

2.5.1 In Q1 2021/22, the total agency spend in Strategy and Resources totalled £59,566.31 and as at 30th June 2021, there were 5 active assignments.

2.5.2 The spend has increased as compared with Q1 2020/21 which was £9,710. It has reduced slightly compared to the previous period, Q4 2020/21 which was £64,361.

2.5.3 The spend was on HR roles with the majority on the Head of Shared Service at 47%. The majority of the remainder of spend is on HR Business Partner and HR Consultants at 27%.

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

2.6 Place

2.6.1 In Q1 2021/22 agency spend in Place totalled £42,545.05 and as at 30th June 2021, there were 6 active assignments.

Agency spend has increased significantly compared to the previous Q1 2020/21 which was zero spend. It has more than doubled compared to the previous period, Q4 2020/21 which was £21,053.

The majority of the spend is in the Inclusive Economies and Communities Team at 66% with the largest spend on the Inclusive Economies and Communities Manager at 36%. Due to the unsuccessful recruitment to the role of Inclusive Economies and Communities Manager, following the resignation of the former post-holder, there was an urgent need to engage an agency worker to fill a significant skills gap within the team. The Skills & Employment Officer is funded via a ring-fenced grant budget from GMCA. The next largest spend is on the Head of Regulatory Services at 24%. The Head of Service substantive post-holder is currently seconded to the COVID 19 Neighbourhood and Engagement Team and the secondment is funded from contain funding.

3. **Summary Agency Spend Position**

3.1 The total agency spend in Q1 2021/22 was £921,193.20. This is a substantial decrease of £327,607.80 on the previous period, Q4 20/21 when spend was £1,248,801. Given the pressures of the pandemic it is good to see the position has improved. However the spend is at a slightly higher level than the corresponding period last year when it was £891,664 for Q1 2020/21. Around 57.5% of the total spend is on social workers which has reduced when compared with the previous period Q4 2020/21 which was 76%. Spend has significantly increased in Place, with the highest spend in the Inclusive Economies and Community Team. Agency spend in Strategy and Resources has slightly reduced compared to the previous Q4 (2020/21), although it more than doubled compared to the previous Q1 due to recruitment difficulties, in particular the Head of Shared Service. It is still positive that there has been no agency spend in Finance and Systems.

4. **Consultant Spend**

4.1 The total spend in Q1 2021/22 was £79,167 including circa £50k spend in Strategy and Resources for the Interim Programme Director, funded via the COVID Contain Grant. The spend breaks down as follows.

Children's	Adult & Well-being Services	Governance and Community Strategy	Finance and Systems	Place	Strategy & Resources
£29,167	£0	£0	£0	£0	£50,000

4.2 The spend was significantly lower than the level of Q4 2020/21 which was £203,191. When comparing consultancy spend with the corresponding period Q1 in 2020/21 which was £79,150 this has remained consistent.

4.3 During Q1 (2021/22) two consultants were engaged, one in Children's Services and one in Strategy and Resourcing Directorate.

5. Conclusion

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

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

Appendix 1

Trafford Council Agency Spend By Directorate Q1 - 2021/2022

Directorates	Job Title	Number of Active Assignments	Total Cost
Children's Services	Business Support Worker	1	£4,264.58
	Childcare Assistant new	2	£802.35
	Childcare Worker – more than doubled	4	£3,963.34
	Early Help Intervention Worker	1	£10,294.59
	Independent Reviewing Officer	3	£19,719.78
	Residential Childcare Officer	2	£918.08
	Senior Business Support Officer	1	£6,627.14
	Service Manager	5	£34,925.28
	Social Worker Level 2	1	£4,069.11
	Social Worker Level 3	12	£143,557.27
	Social Worker level 3a	4	£35,520.54
	Social Worker Level 3a/Senior Practitioner	1	£1,313.80
	Strategic Lead for Front Door & Children's Social Care	2	£66,335.14
	Strategic Lead - Quality and Improvement	1	£38,688.60
	Support Worker	1	£4,638.55
	Team Manager	5	£66,598.45
	Training Officer	1	£4,331.20
	Total	47	£446,567.80
Adult Services	Cook Manager	4	£2,125.99
	Freedom of Information Support Officer	1	£2,164.23
	Independent Reviewing Officer	1	£1,359.67
	Social Care Team Leader	3	£51,062.89
	Social Worker Level 3	16	£126,812.79

	Social Worker level 3a	2	£11,882.00
	Support Worker	50	£110,223.16
	Total	77	£305,630.73
Finance & Systems	No agency in Q1	0	£0
	Total	0	£0
Governance & Community Strategy	Business Improvement Officer	1	£7,571.87
	Information Governance Officer (Corporate)	1	£10,823.03
	Litigation Solicitor - Corporate & Commercial	1	£6,656.28
	Solicitor	6	£41,782.73
	Total	9	£66,883.91
Place	Business Support Officer Level 2	1	£2,304.57
	Head of Regulatory Services	1	£10,374.99
	Inclusive Economies & Communities Manager	1	£15,252.68
	Skills & Outreach Worker	1	£4,622.70
	Sustainability & Climate Change Officer	1	£8,394.42
	Validation Officer	1	£1,595.69
	Total	6	£42,545.05
Strategy and Resources	Head of Shared Service	1	£28,169.39
	HR Business Partner	1	£5,470.25
	HR Consultant	2	£15,894.03
	GMSS Payroll & Pensions Specialist	1	£10,032.64
	Total	5	£59,566.31
Grand Total			

Appendix 2

Trafford Council Agency Tenure by DirectorateBreakdown by Directorate showing active assignments as at 30th June 2021

Directorate	Job Title	No. of active assignments
Children's Services	Business Support Officer Level 2	1
	Childcare Worker	2
	Early Help Intervention Worker	1
	Independent Reviewing Officer	3
	Senior Business Support Officer	1
	Service Manager	3
	Social Worker Level 3	9
	Social Worker Level 3a	4
	Social Worker 3a/Senior Practitioner	1
	Strategic Lead for Front Door & Children's Social Care	2
	Strategic Lead for Quality & Improvement	1
	Support Worker	1
	Team Manager	5
	Training Officer	1
Total	35	
Adult Services	Cook Manager	2
	Freedom of Information Officer	1
	Social Care Team Leader	3
	Social Worker Level 3	12
	Social Worker level 3a	1
	Support Worker	42
Total	61	
	Business Improvement Officer	1

Governance & Community Strategy	Information Governance Officer	1
	Litigation Solicitor - Corporate & Commercial	1
	Solicitor	5
	Total	8
Place	Head of Regulatory Services	1
	Inclusive Economies & Communities Manager	1
	Sustainability & Climate Change Officer	1
Strategy & Resources	Head of HR Shared Service	1
	HR Consultant	1
	HRSS Payroll & Pensions Specialist	1
	Total	3

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