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**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 6 December 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 - 10
To receive and if so determined, to approve as a correct record the Minutes of the meetings held on 28 June 2021 and 6 September 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		11 - 30
To receive a presentation from the Interim Director of Human Resources.		

6. **AGENCY SPEND JULY - SEPTEMBER 2021** 31 - 42
To receive a report from the Interim Director of Human Resources.
7. **QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY** Verbal Report
To consider a verbal report of the Interim Director of Human Resources.

SARA SALEH

Deputy 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

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This agenda was issued on **Friday, 26 November 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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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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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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EMPLOYMENT COMMITTEE

6 SEPTEMBER 2021

PRESENT

Councillor J. Bennett (in the Chair).

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

In attendance

Angela Beadsworth	Interim Director of Human Resources
Bev Norton	Head of HR Operations
Kate Sturman	Strategic HR Lead Policy, Reward and Intelligence

APOLOGIES

No apologies for absence were received.

12. MINUTES

As the meeting was held informally the approval of the previous minutes was deferred to the next meeting.

13. QUESTIONS FROM THE PUBLIC

No questions were received.

14. PEOPLE UPDATE SEPTEMBER 2021

The Interim Director of Human Resources (HR) introduced the report and picked out various highlights which included: the continued health and safety measures taken by the Council to protect staff; work to support Adult Services regarding mandatory vaccinations for care home staff; the Epic Management programme; the refresh of the Members Induction Programme; and the beginning of the Kickstart programme.

Following the introduction, the Chair asked AB to expand upon the new agency Social worker framework. The Interim Director of HR informed the Committee that the Council had struggled to recruit to social workers in the last few years, so the HR team had established a framework for agency staff in that area. A further update would be available for the next Committee meeting in December and would show the volume of agency staff appointed through the framework. Work was ongoing within the Children's Service redesign which, it was hoped, would reduce the need for agency staff.

Councillor Acton asked whether the Council had signed up to the domestic abuse charter or whether they were in the process of doing it. The Strategic HR Lead Policy, Reward and Intelligence responded that the Council had liaised with GMB, had identified the strands required to sign up to the charter, and were working to

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complete them. The Council had approached a training provider to deliver domestic abuse training for mental health first aiders, managers, and staff.

Councillor Acton asked how the birthday Leave scheme and two additional flexi days would be managed. The Interim Director of HR responded that the Council had taken this decision considering the high number of hours that staff had worked over the past year and the additional days leave was a reward for staff in recognition of their efforts. The Committee were informed that the Council were using a flexi recording system which allowed staff to carry forward more than the 16-hour limit between flexi periods. This had led to staff accruing substantial flexi balances and the additional flexi days would allow them to take some of that balance prior to the system reset in April 2022. Work was also ongoing with managers to ensure staff had a good work life balance and only worked additional hours when it was essential to the business.

RESOLVED:

- 1) That the content of the report be noted.
- 2) That an update on the agency framework come to the Committee's next meeting.

15. WORKFORCE RE-INTEGRATION UPDATE

The largest piece of work was on staff engagement which had been conducted through a series of events utilising Microsoft Teams. The sessions included presentations of plans and breakout groups focused on key questions. A dedicated intranet page had been developed for those who were unable to attend a session, which enabled staff to view a recording of one of the sessions, download the presentation, pose questions to the team, and provided a form with the key questions for them to answer.

Feedback received correlated with the feedback given the year before with many people wanting to have a hybrid approach with home and office working. The Strategic HR Lead Policy, Reward and Intelligence informed the Committee that there was a lot of flexibility within the Council's current arrangement for staff to suit their needs. The feedback received was generally positive and included views that staff liked the flexibility available and not having to commute every day. The concerns and challenges raised did not contain recurring points but were spread out across an array of different themes. The feedback would be passed on to the reintegration project team and factored into their workstreams. The key areas of support required were equipment, IT support, and guidance on how the arrangements would work.

From September staff would be encouraged to come into the office one or two days a week and managers were to support staff in coming back. Many of the measures in place during the pandemic were still in place to ensure staff safety. When people came into the offices there would be opportunity for them to test some equipment that was to be rolled out including hybrid meeting facilities and collaboration working areas. Microsoft 365 was to be rolled out in the coming months and the new ways of working were planned to be in place by March 2022.

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Following the update Councillor Williams asked that this item come back to the Committee as it was likely to evolve as the Council moved towards smart working. He asked that when the item was next on the agenda more detail be provided around any challenges teams were facing, especially regarding any bespoke programmes they used. Councillor Williams added that the number of responses received from the survey were very low for an organisation the size of the Council and hoped that further engagement events would be held to gain employees views.

Councillor Boyes asked how many responses received saying that they would like to come back to the office full time were from people who lived alone. The Strategic HR Lead Policy, Reward and Intelligence responded that was not something that they had looked at within the question. But there was office workstyle available which would suit people who wanted to come into the office every day.

RESOLVED:

- 1) That the content of the report be noted.
- 2) That a further update be brought to the Committee.

16. AGENCY SPEND

The Interim Director of HR introduced the agency spend report for quarter one and drew the Committee's attention to key highlights of the report. Agency spend was down within Children's Services when compared to last quarter and to quarter one of the previous year. The Interim Director of HR then informed the Committee of the various pieces of work within Children's service which attributed aimed at reducing the level of agency spend. The pieces of work included the introduction of a market supplement in April 2021, engagement with recruitment consultants to develop a three-month campaign aimed at social workers, additional support provided to newly qualified social workers and student social workers, and Trafford being part of the Greater Manchester Step up Partnership.

Adult Services spend on agency workers had increased in quarter one and compared to the same period in 2020/21. There was a national shortage of support workers and this was expected to increase when the mandatory vaccination mandate to work in care homes came into force. The Council had onboarded nine newly qualified social workers within Adult Services and the Trafford Academy were working to encourage young people to take up a career in social work.

The Governance and Community Strategy directorate had also increased agency spend and had nine active assignments in place. The HR operations team were working closely with the directorate on a structural redesign to ensure roles were more attractive. The operations team were also supporting the recruitment of a new Director of Legal and Governance and the Advert for the position was to be posted later in the week.

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Finance and Systems had no agency staff during the period and there were five active assignments in Strategy and Resources. Place had put temporary placements in place while recruitment was conducted for several key posts.

Overall, the spend on agency staff had decreased from quarter four of 2020/21 but was slightly higher when compared to quarter one of 2020/21. Services continued to monitor spend on agency staff with the support of resourcing team who ensure that they get the right person with the right skills when an agency resource was required.

Following the overview Committee Members were given an opportunity to ask questions but none were raised. The Chair commended the proactive work that was being done to recruit and retain social workers within the Council.

RESOLVED: That the content of the report be noted.

17. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Head of HR Operations informed the Committee that there had been a reduction in the number of requests received from ten in the previous quarter to eight. The eight requests had come from six individuals and all had been approved. Six of the requests had come from Children's Service and the remaining two requests had come from Strategy and Resources. In the previous quarter half of the requests had been related to long covid and that had reduced greatly to only one of the requests relating to long Covid. Two requests related to mental health, two related to cancer, and one related to another condition. Four of the six employees had either returned to work or had left the Council. So far in quarter two of the municipal year there had been four requests two had been approved and two were awaiting approval.

Following the update Members had the opportunity to ask questions but none were raised.

RESOLVED: That the content of the update be noted.

The meeting commenced at 5.10 pm and finished at 5.45 p.m.



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Agenda Item 5



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Employment Committee

People Update

6th December 2021

Health, Safety & 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 services remain COVID Safe to protect our front line staff.</p>	<p>Our Covid Safe measures remain in place within our buildings and regular communications through our staff briefings (and shared with partners) continue to reinforce those measures which include:</p> <ul style="list-style-type: none"> • Occupancy levels managed at no greater than 40% and monitored through our signing in processes • Face coverings are strongly recommended when moving through our buildings • Space maintained at desks, through the building and within meeting rooms • Increased cleaning regimes and hand hygiene arrangements continue • Good ventilation within our workspaces <p>Services have been encouraged to return to the office in a managed way in line with the Covid Safe measures supporting service delivery and health and wellbeing.</p> <p>CO2 monitors are now being used as an effective risk management tool within Council spaces to ensure adequate ventilation is available to reduce the transmission risk of Covid. Key examples include:</p> <ul style="list-style-type: none"> - Within the Council Chamber for Council Meetings - Used by the Arts Centre for their performance and exhibition spaces that are open to the public - By Registrars within their venues for official services and duties - The TalkShop are using them to support meetings with Service Users <p>Services have received direct support with the review of their Covid Safe risk assessments</p> <p>The Health and Safety Executive made an unannounced visit to Sale Library in October as part of their ongoing Covid Secure compliance inspection programme. The inspector observed the range of measures put into place to protect staff and visitors and was complimentary with the arrangements.</p> <p>A mandatory Covid19 online training course has now been rolled out to all staff and shared with partners to complete which gives an overview of the continuing Covid measures in place</p> <p>Two bespoke Covid19 videos have produced for staff and partners demonstrating from an individual perspective the Covid arrangements in place at Trafford Town Hall and Sale Waterside.</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 at greater risk from COVID</p> <p>The guidance for persons at greater risk with an individual risk assessment template is currently being updated to reflect:</p> <ul style="list-style-type: none"> • The shielding advice has now ended and persons previously classed as clinically extremely vulnerable (CEV) are now not advised to shield in the future or follow specific national guidance • Reiterate as a minimum this group should continue to follow the general guidance on staying safe and preventing the spread of Covid 19 and must be supported by Covid Safe measures in place within our buildings and as part of Service risk assessments • Still consider any additional adjustments/measures that are right for the individual based on health need and where appropriate medical advice
COVID 19: Staff Working from Home	Supporting our staff to work from home	<p>Support remains 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>The focus of the support has now shifted to reflect longer term Trafford Smart Working and opportunities for staff to work in a home environment for all or part of their working hours as a permanent arrangement. HSU are fully involved with the Trafford Smart Working Project Team to support this work which will include:</p> <ul style="list-style-type: none"> • Additional workstation and DSE assessments and guidance to continue to ensure a safe and healthy workstation and environment for staff • Investment in suitable additional workstation equipment as determined through the risk assessment
Emergency arrangements and Individual Support	First Aid arrangements	<p>Our workplace first aid arrangements are being updated to reflect the hybrid working model within our offices and ensure compliance with first aid at work legislation. A current review of existing first aiders, working patterns and work locations is underway.</p>

Health, Safety & Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Schools Support</p>	<p>Supporting our school with their health and safety arrangements</p>	<p>An overarching School COVID risk assessment templates remain in place and are available for schools to use when managing the risks within their settings.</p> <p>Covid support continues to be provided to schools through:</p> <ul style="list-style-type: none"> • Direct support under SLA arrangements • Attendance at outbreak control meetings as needed • Attendance at Head Teachers and Trade Union update meetings to answer any queries and provide advice <p>Currently, 77 schools have purchased the Health and Safety SLA for 2021-22. Schools SLA support will continue through the year with a programme of audits, access to our schools specific guidance and unlimited access to technical support on a wide range of health and safety issues.</p>
<p>Health, Safety and Security</p>	<p>Security arrangements at Trafford Town Hall and Sale Waterside</p>	<p>Following the reopening of Trafford Town Hall Reception, a review is underway of security arrangements in line with our reintegration process and increased accessibility for visitors and the public. This has included:</p> <ul style="list-style-type: none"> • Review of the security guard arrangements to provide presence and the ability to respond if required in the reception area • Meeting with relevant services whose service users may attend the Town Hall to ensure arrangements are in place to manage those visitors and minimise the risks of volatile behaviour <p>Further work is currently reviewing the security arrangements at TTH and Sale Waterside in line with the reintegration work stream and continued use of our building post Covid.</p>

Organisation Development

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 started our 18th Cohort of the EPIC manager - meeting late October. 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. Our last Micro-Learn co-delivered with our Policy team on the 30 September focussed on Workplace adjustments and our next Micro-Learn in November will focus on the Menopause and will be delivered in partnership with Blusci Support. It aims to raise awareness of the physical aspects and symptoms of the menopause and how best to support colleagues. • We continue to review our EPIC Manager offer regularly. Upcoming development includes a refresh of our e-learning module for managers on Finance, development of a disciplinary e learning and skills module. We are also taking time to review and refresh our health and wellbeing module, similar to our Equality and Diversity Module that was re-launched post a peer review with staff forum groups and with the launch of the new Equality Strategy. • We also continue to 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 and make an EPIC LEAP into management.	<ul style="list-style-type: none"> • The first cohort of the LEAP Management Programme is now 8 months in to programme. Feedback from both the learners and the college continues to be extremely positive. • In November the learners sat the second of there Institute of Leadership and Management Qualification (ILM) examinations. • Each new manager is undertaking coaching with our internal coaches and feedback from this has been positive. • A second cohort is being recruited to currently with a planned start date of January 2022.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Member Development	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> ▪ We have delivered two Members sessions on Inclusive Leadership, in line with our Trafford Equality Strategy and a Values Based Recruitment session for Members to understand their responsibilities on recruitment panels and the importance of values and inclusion in the recruitment process. ▪ We have booked 4 Members onto the LGIU Local Government Financial Series, a series of workshops that cover the financial basics, monitoring and planning recovery from COVID. ▪ We are now planning their programme for 2022 and their calendar for spring.
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"> • Flu vaccinations – see Policy, Reward, Intelligence. • We are currently working on a ‘winter wellbeing plan’ which will consist of a communications campaign and resources to help support staff over the winter months, particularly into the new year when there can often be a ‘lull’ in mood following the festive period. Messaging and resources will focus primarily on different ways to stay connected and prioritise making time for personal connections with colleagues. We will also remind staff of our EPIC Promise and Wellbeing Principles which support positive wellbeing and work-life balance when working remotely.
Time to Shine	Our annual employee recognition and celebration award ceremony.	<ul style="list-style-type: none"> • We are preparing for our annual employee recognition awards which is planned to take place virtually again on the 07 December 2021. • This year’s categories for nominations are themed around our EPIC values and aligned to our corporate priorities (Empower, People Centred, Inclusive Leader, Collaborate, New Starter, COVID Champion, Climate Action and EPIC Team Awesome Awards). We invited nominations from across the Council for each of the categories and we received around 130 individual nominations. We are now progressing with the judging panels for each of the award categories which are made up of a diverse group of colleague representatives from across directorates and roles and is also inclusive of last year’s winners, staff forum and pioneer members. • The Team Award will be shortlisted by or Deputy Chief Executive, Sara Saleh and Leader of the Executive, Cllr Western. Post Shortlisting we will invite colleagues to vote for their final EPIC Awesome Team 2021.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Engagement	Supporting, designing and delivering Let's Talk sessions for leaders and colleagues.	<ul style="list-style-type: none"> • Let's Talk Events – We continue to support the organisation and delivery of our Let's Talk sessions to all colleagues and leaders. Our last "Leaders" events were delivered in October and our All Colleague events in November 2021. Alongside updates from the Deputy Chief Executive and the Leader we delivered a session updating colleagues on the corporate plan and priorities and our current budget position. Colleagues and Leaders were then invited to submit ideas, suggestions and opportunities to support us with current financial pressures. We have collated all feedback and suggestions and feedback to CLT. • We have committed to undertake Best Companies Engagement Survey again later this year/early 2022. 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. The current proposal is to undertake the survey in late February 2022.
Apprenticeships and Work Placements	Supporting and developing skills and opportunities to colleagues in Trafford.	<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 118 apprenticeship starts between 1 April 2021 and 31st March 2022. The target includes 62 new apprenticeship starts in our levy paying schools. This leaves a target of 56 across the council directorates. Since the 1st April we have had 43 new starts with 10 of these in schools. ▪ 2 Supported internship placements are ongoing within the library service. These are part of the United Response programme running for students from Loreto College. These are proving successful with managers reporting the students are becoming a valuable resource and students asking if they can work more hours.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Children 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 now delivered 4 sessions to date. This includes some reflective space and development with SLT looking at key change and leadership models as they continue their transition. The work is linking directly to their strategy, ambitions and OFSTED improvements ▪ 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). We are delivering a workshop as part of Practice Fortnight on change and transition. 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. Planning is underway to work with reformed teams in vulnerable adolescent services under the restructure.
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 delivered a MicroLearn on workplace adjustments and we are now planning a session for supporting colleagues through the menopause, due to our data showing a high number of women colleagues in the key age group of 40 to 60. We are working with our health and wellbeing partner Bluesci, who are delivering the session for us. ▪ Our 'Inclusive leader' and 'Values Based Recruitment sessions continue to be delivered to Managers. During October we delivered both session to our Elected Members, with excellent feedback for our in-house delivery. ▪ During October we promoted world Dyslexia Awareness Week, with the theme of workplace adjustments. ▪ We promoted World Mental Health Day, with the additional theme of finances with Christmas and other holidays approaching and the CIPD 2021 Health and Wellbeing Report has highlighted that this is an area that needs more support for mental wellbeing in the workplace.
Wellbeing	Promoting Active Travel	<p>The staff led Active Travel Group continues to meet to encourage and enable more active and sustainable travel.</p> <p>An Active Travel Survey is in the final stages for communication and distribution to inform the direction and focus of the Active Travel Group. Further priorities have been identified including:</p> <ul style="list-style-type: none"> • Promoting our changing rooms and shower facilities at TTH and Sale (just refurbished) through a first person video similar to that completed for our COVID arrangements • Focusing on further promoting cycling and walking more at the pre-employment stage and induction of staff.

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 10 colleagues undertaking this qualification with a further 2 colleagues due to start in December 21. • At present we have 21 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.
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 1 external placement and 13 internally. ▪ The first cohort is due to graduate in December 2021 and so far 2 young people have obtained further roles here at Trafford, one in a procurement role and another is an OSFE apprenticeship. ▪ We are currently working with the other young people to find future employment or supporting them with their ambitions after the placements. ▪ We have 8 young people currently interested in our cohort 3 placements, which are planned to start in early December 21. ▪ Our Kickstart scheme has been promoted via the Trafford Council communication links and has also appeared in an article written by Councillor Freeman.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Social Work Development Adult services	Assessed and Supported Year in Employment (ASYE)	<p>We continue to offer a programme of support and assessment to our newly qualified social workers in their first year, this involves a protected caseload, additional 1:1 supervision and assessment against the Knowledge and Skills Statement for adults.</p> <p>Currently supporting 8 NQSWs with 2 more appointed, but yet to start.</p>
	Student placements	<p>Social workers are supported to train to be practice educators, to facilitate and assess social work students on their final placements. We are in the process of placing students across the service as they start their 100 day practice learning opportunity.</p>
	Social worker apprenticeships	<p>30 month programme for staff in the service to train to be social workers in partnership with Manchester Metropolitan University, via the apprenticeship route (using the levy).</p> <p>Cohort 1 (2019-2021) 2 staff members from adult services successfully completed the social work degree apprenticeship in October 2021.</p> <p>Cohort 2 (2020-2023) 3 staff members mid-way through their degree programme, while working full time</p> <p>Cohort 3 (2021-2024) 3 staff members have started the programme and enjoying this great learning opportunity</p>
	Career progression	<p>One social worker was supported to progress to level 3, Experienced Social worker in September 2021.</p>
	Training	<p>Regular programme of essential and mandatory training for adult social workers and social care staff is currently being offered virtually via Microsoft Teams. Contract with Research in Practice for Adults supports all staff with evidence informed practice via host of online learning.</p>
	Trafford Academy: Schools and Colleges Engagement programme	<p>Developing strong links between ASC and Trafford Secondary schools. Delivering sessions to increase awareness of roles with support from career ambassadors from the sector. Facilitating ASC work placements (where possible).</p> <p>Scoping for an apprenticeship pilot for school leavers 16+</p>
	Career aspirations support	<p>Provide 1:1 support to workers regarding career aspirations.</p> <p>Facilitating Research in Practice learning sets for SW and non SW qualified ASC workers who have an aspiration to become a SW.</p>

Organisation Development

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Social Work Development</p> <p>Children's services</p>	<p>Assessed and Supported Year in Employment (ASYE)</p> <p>Student placements</p> <p>Social worker apprenticeship</p> <p>Career progression</p> <p>Training</p>	<p>We continue to offer a programme of support and assessment to our newly qualified social workers in their first year, this involves a protected caseload, additional 1:1 supervision and assessment against the Knowledge and Skills Statement for adults.</p> <p>Currently supporting 17 NQSWs with 2 more NQSWs awaiting a start date. 8 NQSWs have completed the programme and are preparing for the final ASYE panel, to be held in the coming weeks.</p> <p>Social workers are supported to train to be practice educators, to facilitate and assess social work students on their final placements. We are in the process of placing students across the service as they start their 100 day practice learning opportunity.</p> <p>30 month programme for staff in the service to train to be social workers in partnership with Manchester Metropolitan University, via the apprenticeship route (using the levy).</p> <p>Cohort 1 (2019-2021) 2 staff members from children's services successfully completed the social work degree apprenticeship in October 2021.</p> <p>Cohort 2 (2020-2023) 3 staff members mid-way through their degree programme, while working full time</p> <p>Cohort 3 (2021-2024) 2 staff members have started the programme and enjoying this great learning opportunity</p> <p>Two social worker was supported to progress to level 3, Experienced Social worker in September 2021.</p> <p>Regular programme of essential and mandatory one day training courses for children's social workers and social care staff is currently being offered virtually via Microsoft Teams. As well as this we have embarked on a 3 year large scale learning and development programme being delivered by Strengthening Practice across all areas of Early help and Children's social care. Contract with Research in Practice supports all staff with evidence informed practice via host of online learning.</p>

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Trafford Smart Working	Agreeing and implementing the most appropriate approach for the Council in relation to where and how staff work in future.	<ul style="list-style-type: none"> • Agreement from CLT for the TRAFFORD SMART working concept with 4 different workstyles (home, office, neighbourhood and hybrid). This includes a 'hybrid by default' approach, 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 analysis of feedback and this informing the different work streams. • Final sign-off obtained from CLT. • Toolkit with underpinning policy and guidance finalised, however further resources will be developed over time. • 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. • Dedicated intranet pages have been developed with links to all the resources. • 2 manager briefing sessions held • Launch to the workforce.
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"> • 5 schools who have purchased support – continue to work with schools 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.
Mandatory vaccinations for care home workers	Ensuring compliance with the legislation that came in on 11 th November	<ul style="list-style-type: none"> • Supporting the Commissioning project lead in establishing which of our staff work in or may be required to enter our directly managed and commissioned care homes. • Understanding the vaccination position for all staff in scope. • Detailing and agreeing approach to be taken for staff who are choosing not to be vaccinated. • Liaison with HR Ops team to support businesses with any staff affected by the new legislation. • Ensuring that vaccination requirement is included in relevant role profiles and recruitment and clearances process.

Policy, Reward and Workforce Intelligence

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People Workstream Area	Work Summary	Key Outcomes / Deliverables
Home Technology Scheme	We offer a scheme with Let's Connect which gives staff the opportunity to obtain technology at affordable prices via salary sacrifice.	<ul style="list-style-type: none"> • Window open for applications to the scheme 4th October to 19th November • Communications to staff • Processing applications • Arranging payroll deductions
Leave Purchase Scheme	We provide staff with the opportunity to buy between 1 and 10 days additional leave each year. The cost is spread over 12 months via payroll deductions.	<ul style="list-style-type: none"> • Window open for applications to the scheme from 1st November to 31st January • Communications to staff repeated over the 3 months • Dealing with queries, particularly around the amount of leave part-time staff can request • When the window closes checks that all applications are correct • Arranging payroll deductions
Flu Vaccinations	Each year we arrange an employee vaccination programme	<ul style="list-style-type: none"> • Arrangements in place for our front line health and social care staff in liaison with Manchester Foundation Trust (MFT) – attending dedicated clinics across GM where they can also obtain their Covid-19 booster • 2 clinics arranged for the rest of our workforce – Sale Waterside 29th November and Trafford Town Hall 30th November. • Staff can also obtain the vaccination through an alternative provider and if there is a cost they can reclaim via expenses. • Communications for staff making them aware that certain groups can obtain the flu vaccination from their GP and for those who can't they can use the arrangements above.
Home Workers Policy	Revised version of this policy required further to lessons learned from home working during the pandemic and so it aligns with our Smart Working approach.	<ul style="list-style-type: none"> • Research and benchmarking and internal feedback • Stakeholder involvement, including legal input in terms of the contractual aspects • CLT sign-off • Launch as part of the Smart Working implementation.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Hybrid Working guidance	With a move to 'Hybrid by default' as part of our Smart Working approach we need guidance for managers and staff.	<ul style="list-style-type: none">• Research and benchmarking and internal feedback• Stakeholder involvement• CLT sign-off• Launch as part of the Smart Working implementation

HR Operations Team

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People Workstream Area	Work Summary	Key Outcomes / Deliverables
HR 'One Front Door' Service Delivery Model	Modernise and Streamline access into the HR service	<ul style="list-style-type: none"> • Extension of the 'One Front Door' model to now include this offer to schools from 01 September 2021. • Continue to promote and redirect managers and staff to the 'One Front Door' advice line to facilitate the triage system for all new HR queries received, enable redirection of queries to the appropriate HR colleague at the first point of contact, and generate faster responses to customers. • Monitoring of the effectiveness / success of this new operating model. • Completion of the phased training plan to the Specialist Advisors receiving the calls. • Pro-active absence management activity. • Continue to discuss the data report requirements with GMSS.
Employee Relations	Providing professional employment law advice on a wide range of employment issues, for a wide range of customers.	<ul style="list-style-type: none"> • Responding to, and supporting Managers in addressing complex employment matters. • Co-ordination of service redesign and TUPE activity. • Effective risk assessment and progression of employment matters. • HR advice and support to Chair/Members at formal Hearings and Appeals. • Regular liaison with Trade Union colleagues to identify and resolve issues at an early stage. • Engagement / liaison with ACAS and the Employment Tribunal, as appropriate.
Development / Enhancements		<ul style="list-style-type: none"> • Support with the development of Manager Guidance and Policy. • Support in development of Manager training in specific HR matters, to give managers the skills and confidence to appropriately address employee relations activity. • Review of internal HR processes to ensure clarity, efficiency and accuracy.

HR Operations Team

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People Workstream Area	Work Summary	Key Outcomes / Deliverables
HR Service Level Agreements	HR SLA's for Sept 21 – Aug 22	<ul style="list-style-type: none"> • 51 customers confirmed purchases of the HR SLA for 2021/22 to date. • Exploring revisions for the 2022 /2023 SLA delivery and opportunities for joint SLA option with HR Consultancy and GMSS. • Development of SLA for CCG.
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"> • Published Model Pay Policy for schools following finalised updated 2021/22 School teachers pay and conditions document. • Review of all schools' policies ongoing; some have been consulted on and are now being published for those schools who purchase the HR SLA, others are currently being consulted on with TU's, and others are being reviewed/updated for consultation shortly. • Autumn term schools JNC was held in November 2021. Due to low numbers this is now being scheduled for a different day from 2022, Public Health colleagues also attend to input any updated Covid-19 guidance. Continuing discussions with Legal around the participation of an Academies Representative at the JNC and a review of the terms of reference. • Awaiting outcome of consultation on amalgamation of two primary schools with effect from September 2022.

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"> • Virtual Schools redesign completed to provide the strategic oversight the DfE have provided additional funding for. Implementation occurred 01 November 2021. • Consultation on relocation West Neighbourhood staff based at Cornhill Clinic completed. Relocation date effected 26 November 21. • Phase 1 Childrens Service Redesign programme now complete. Implementation occurred 01 November 2021 • Recruitment activity continues to fill remaining vacancies. • Engagement with external recruiters regarding bespoke Social Worker recruitment campaign. • Phase 2 Redesign programme currently being scoped; a number of areas that need reviewing, but the main focus will be on two service areas: No Wrong Door (NWD) and Early Help. <ul style="list-style-type: none"> a. NWD underway, engagement sessions completed, draft co-deigned structures being developed pending start of staff consultation. Anticipated implementation date 1st April 22. Relatively small redesign, around 25 people in scope. b. Early Years in project planning phase, potentially involves a larger scope of people, approx. 85. Anticipated implementation date mid 2022.

HR Operations Team

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Traded Services (CCG)	ICS	<p>We are supporting the CCG with the safe transfer of people into the Integrated Care System (ICS).</p> <p>We have representation on the GM Human Resources Delivery Group which includes HR representatives from the 12 sender organisations. The purpose of the group is work collectively and collaboratively delivering the HR work plan to support the ICS safe transition and to support the establishment of the new ICS statutory body.</p> <p>We are currently on track in the delivery of the HR elements ICS Programme Plan and are working collaboratively with colleagues from MHCC to share resources, approach and best practice.</p>

Trafford Resourcing Function

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People Workstream Area	Work Overview	Key Outcomes / Deliverables
Resource Hub/BAU: Recruitment	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> • Working with service managers to identify resource requirements post March 2022 (when the COVID Contain Funding ends) and the identification of any other potential funding sources. • Supporting the development of an exit strategy to ensure the safe exit of the temporary COVID resources at the end of March 22. Staff will have the opportunity to apply for any vacancies. • Supporting priority recruitment to Home to Care Services in Adults. • Supporting Adults to develop a recruitment & retention strategy. • Continuing to roll out our new Application Tracking System across the Council which will improve the overall recruitment experience for candidates and managers. • Implementation of the new agency contract (REED). • Continuing to support the Values Based Recruitment Training and recently rolled this out to members. • Revised vacancy management process in place to ensure all vacancies are filled internally whenever possible. • Executive Recruitment –currently supporting the recruitment of the Director of Legal and the Assistant Director of Development. • Content of Greater Jobs Trafford pages updated to show applicants what it's like to work at Trafford and there is a new revised application form which we can tailor and simplify, improvements to include video/blogs which will help promote vacancies that are more difficult to fill. • Recently participated in a number of community recruitment events e.g. Hong Kong new comes at LCCC, Café Event to support the recruitment to Social Care, OfSE Jobs Fair at Copice Library where we recruited 17 new starters (Cleaning & Catering roles and participating in a jobs fair at LCCC on 30 November. • Supporting the development of Children's Social Worker recruitment campaign and engaged Tripod to work in partnership with Children's. Also supporting the development of a recruitment and retention strategy.

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 has been paused due to the move to the new governance structure for Trafford Locality. We will review the remit of the group and provide any future support if needed. • 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. Updates are as follows : <ol style="list-style-type: none"> (1) VWIS project team met with the Social Care Reform and Recovery Board to identify an SRO for the project and on board Adults onto the project. (2) Trafford have identified colleagues to attend GM’s Workforce Planning sessions, a free resource for VWIS users. • Our Trafford Health and Wellbeing Task and Finish Group are waiting to identify a new chair and terms of engagement to reform as a group. <p>We are supporting the CCG with the safe transfer of people into the Integrated Care System (ICS).</p> <p>We have representation on the GM Human Resources Delivery Group which includes HR representatives from the 12 sender organisations. The purpose of the group is work collectively and collaboratively delivering the HR work plan to support the ICS safe transition and to support the establishment of the new ICS statutory body.</p> <p>We are currently on track in the delivery of the HR elements ICS Programme Plan and are working collaboratively with colleagues from MHCC to share resources, approach and best practice.</p>

TRAFFORD COUNCIL

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

Report Title

Agency and Consultant Spend for Q2 - Period 1st July 2021 to 30th September 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 roles 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 2.
- 1.4 Appendix 2 provides a breakdown of assignments that were still active as at 30th September 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. A small number of roles in Adults have been funded from the Contain Outbreak Management Fund (COMF) Contain Grant.

2. Directorate Overview

2.1 Children's Services

- 2.1.1 In Q2 2021/22 spend in Children's Services totalled £1,076,569.27 and as at 30 September 2021 there were a total of 115 active assignments across the Directorate.

- 2.1.2 Children's agency spend has increased by £264,290.38 when compared with Q1 2021/22. When comparing Q2 agency spend with the corresponding period in Q2 2020/21 which was £769,122 it is substantially higher.
- 2.1.3 The proportion of the Q2 2021/22 spend that is on all interim qualified Social Worker roles has increased from 73% in quarter 1 to 84.75% in Q2. The largest spend in Q2 is on Level 3 Qualified Social Workers (57%). The next biggest spend is Strategic Lead - Quality and Improvement (£42K), Independent Reviewing Officers (£31K) and Childcare Assistants (£11.5K). There has also been an increase in spend for two new Heads of Service (£21.5K) which remained vacant following the internal recruitment as part of the service redesign.
- 2.1.4 We still have a reliance on agency workers from other providers which we engaged via the Councils new Social Worker Agency Framework (SWAF) in addition to Reed, our umbrella agency. This is because we haven't been able to meet our staffing requirements through Reed alone. Children's spend via SWAF in Q2 (2021/22) is £431,788.89 which has increased when compared with the corresponding period in Q2 (2020/21) £401,982.9. The spend via SWAF for Q2 2021/22 was spent on Level 3 Social Workers, Team Leaders and Waking Night Residential Childcare Officers. The service will continue to monitor this situation and ending assignments as soon as permanent workers have commenced in post.
- 2.1.5 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.
- 2.1.6 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 December 2021 and 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 have 4 newly qualified social workers who have just qualified via the social worker apprenticeship route (2 in children and 2 in adults), a cohort of 6 more are in their second year of this programme and 5 who started this work based route in to social work, in September 2021.

2.1.1 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 2021, 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. 7 students qualified via this route in September 2021 and a further 8 started this programme the same month.

2.2 Adult Services

- 2.2.1 In Q2 2021/22 spend in Adult Services totalled £320,167.81 and as at 30 September 2021 there were a total of 79 active assignments across the Directorate.
- 2.2.2 This is an increase of £6,505.73 when compared with Q1 2021/22. Spend has significantly increased when compared with the previous quarter Q2 2020/21 which was £148,276.
- 2.2.3 Adult's still have a reliance on agency workers from other providers which we also engaged via the Councils new Social Worker Agency Framework (SWAF) in addition to REED our umbrella agency. This is because we haven't been able to meet our staffing requirements through Reed alone. Adult's spend via SWAF in Q2 (2021/22) is £15,058.22 which has increased when compared with the corresponding period in Q2 (2020/21) which was zero. The agency spend via SWAF for Q2 2021/22 was spent on Level 3 Social Workers. The service will continue to monitor this situation and ending assignments as soon as permanent workers have commenced in post.
- 2.2.4 47% of spend in Q2 2021/22 was on interim qualified Social Worker roles compared with 45% in Q1 (2021/22). £26,777.64 of the spend on Social Workers in Urgent Care is funded from the COMF Contain Grant, along with the Business Support and Engagement Assistants (£3,318.12). The majority of the remainder of spend is on Support Workers at 34% compared with 36% in Q1 and Social Care Team Leader at 16%. Agency spend on Support Workers in Ascot House is at 0.3% and in Supported Living is 99.7%. 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.
- 2.2.5 In order to improve the recruitment of Social Workers the Service has developed the Trafford Learning 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. The school and engagement project is becoming more established within schools, and offers initial myth busting sessions to young people about what a career in adult social care is really like. Trafford Learning Academy is working with partners across schools in Trafford to promote the use of the health and social care GCSE, increasing the amount of schools that offer this to students by linking in with the Cllr for Education and Director for Education. Trafford Learning Academy is now a school enterprise advisor for Altrincham College and Flixton Girls School.
- 2.2.6 Trafford Learning Academy provides a range of support to aid staff retention, such as, social work forum, confidential support around career aspirations or

frustrations, 1:1/ group learning support where required around specific areas of learning, and mentorship for apprentices.

2.2.7 The Adults Workforce Development Group continues to assist and oversee workforce development across Adults Directorate, and will align closely with the other DASS and TSSP sub-boards to enable shared working wherever there is shared priorities.

2.2.8 A paper was submitted to CLT for consideration in light of the current challenges faced recruiting to and retaining qualified social workers. The paper set out options which included increasing the rate of pay, development opportunities and incentives, and bespoke recruitment campaigns.

2.2.9 Adults Services is also taking part in North West ADASS which is aimed at attracting under 35's into roles such as support workers and care workers to address workforce pressures in the system.

2.3 Governance and Community Strategy

2.3.1 In Q2 2021/22 the total agency spend in Governance and Community Strategy totalled £82,366.36 and as at 30 September 2021 there were 6 active assignments. Spend has increased as compared to Q1 2021/22 which was £66,883.91 and when compared to the corresponding Q2 2020/21 period, it has decreased from £127,132.

2.3.3 The largest spend is on legal roles at 93.3% of the total spend 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 Q2 2021/22, there was no agency spend in Finance and Systems and no active assignments at the end of the quarter (Q1 2021/22). In the corresponding Q2 2020/21, the total agency spend in Finance and Systems equated to £9,428.

2.5 Place

2.5.1 In Q2 2021/22 agency spend in Place totalled £30,406.57 and as at 30 September 2021, there were 2 active assignments.

2.5.2 Agency spend has decreased compared to spend in Q1 2021/22 which was £42,545.05. In the corresponding Q2 2020/21 period, there was no spend on agency in Place and there were no active assignments at the end of the quarter.

2.5.3 The majority of spend (72.6%) is on the Head of Regulatory Services due to the Substantive post-holder being on internal secondment to the COVID 19 Neighbourhood and Engagement Team. The secondment is being funded from the COVID Contain Grant.

2.6 Strategy and Resources

2.6.1 In Q2 2021/22, the total agency spend in Strategy and Resources totalled £21,602.85 and as a 30 September 2021, there were 5 active assignments.

2.6.2 Agency spend has decreased as compared with Q1 2021/22 which was £59,566.31. It has increased compared to the corresponding Q2 2020/21 period which was £5,876.

2.6.3 The biggest spend was on HR Consultant roles at 66.8%. The remainder of spend is on Head of Shared Service and GMSS Payroll & Pensions Specialist.

2.6.4 An 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.

3. **Summary Agency Spend Position**

3.1 The total agency spend in Q2 2021/22 was £1,531,112.86. This is an increase of £244,302.5 compared to the previous period of Q1 2021/22. The majority of the agency spend was through Reed, our umbrella agency which was £1,084,265.66 and the remaining spend via the new Social Worker Agency Framework which was £466,874.20. The majority of pressure is due to difficulties recruiting qualified Social Workers.

3.2 The spend via the new Social Worker Agency Framework for Children's was included in section 2.1.5 of the Q1 report however, it was omitted in error from the Children's total and the overall total and the appendices at that time. However, the agency spend in this Q2 2021/22 report includes the actual increase in agency spend compared to the revised agency spend in Children's for Q1 2021/22.

3.3 The agency spend via the new Social Worker Agency Framework for Adults in Q2 (2021/22) which was £15,058.22 has decreased when compared to the previous Q1 2021/22 period which was £19,995.47. £30,095.76 of the Q2 agency spend on Social Worker Level 3 and Business Support and

Engagement Assistant roles in Adults has been funded from the COMF Contain Grant.

3.4 Agency spend is significantly higher than the corresponding period last year when it was £1,059,834 for Q2 2020/21. Around 68.55% of the total spend in Q2 2021/22 is on interim qualified social worker roles which has increased when compared with the previous period Q1 2021/22 which was 57.5%. Most notably, agency spend has continued to increase in Children’s Services which is still experiencing considerable issues with recruiting and retaining social workers. Work continues to try to mitigate this and move to a more stable resourcing position. Spend has increased in Governance and Community Strategy due to difficulties recruiting to legal positions. Spend has decreased in Place and Strategy and Resources. 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 £101,892.56 including circa £51,850 spend in Strategy and Resources for the Interim Programme Director and £2,750 for the Consultant spend in Place with both consultants funded via the COMF Contain Grant. The spend breaks down as follows.

Children’s	Adult & Well-being Services	Governance and Community Strategy	Finance and Systems	Place	Strategy & Resources
£35,142.56	£0	£0	£0	£14,900	£51,850

4.2 Consultancy spend is higher than the level of Q1 2020/21 which was £79,167. When comparing consultancy spend with the corresponding period Q2 2021/22 which was £20,328 this has increased.

4.3 During Q2 (2021/22) 4 consultants were engaged as follows

- Children’s x 1
- Place x 2 (1 funded from the COMF Contain Grant)
- Strategy & Resources x 1 (funded from the COMF Contain Grant)

5. Conclusion

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

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

Appendix 1

Trafford Council Agency Spend By Directorate Q2 - 2021/2022

Directorates	Job Title	Number of Active Assignments	Total Cost
Children's Services	Business Support Officer Level 2	1	£4,855.23
	Childcare Assistant	2	£11,511.50
	Childcare Worker	2	£2,886.29
	Early Help Intervention Worker	1	£7,126.08
	Head of Service	2	£21,454.43
	Independent Reviewing Officer	2	£31,239.33
	Residential Childcare Officer	17	£6,404
	Senior Business Support Officer	1	£5,565.43
	Service Manager	3	£69,023.40
	Social Worker Level 3	41	£474,583.61
	Social Worker Level 3a	15	£117,276.04
	Social Worker Level 3 a/Senior Practitioner	1	£18,774.50
	Strategic Lead for Front Door & Children's Social Care	2	£66,063.35
	Strategic Lead - Quality and Improvement	2	£41,912.65
	Support Worker	3	£16,845.92
	Team Leader	12	£166,529.32
	Training Officer	1	£6,874.67
	Waking Night Residential Childcare Officer	7	£7,643.52
	Total	115	£1,076,569.27
Adult Services	Business Support & Engagement Assistant	2	£3,318.12
	Cook Manager	2	£319.86
	Freedom of Information Support Officer	1	£3,995.35
	Social Care Team Leader	3	£51,804.46
	Social Worker Level 3	19	£150,995.15

	Support Worker	52	£109,734.87
	Total	79	£320,167.81
Finance & Systems	No agency in Q2	0	£0
	Total	0	£0
Governance & Community Strategy	Business Improvement Officer	1	£5,558.90
	Solicitor	5	£76,807.46
	Total	6	£82,366.36
Place	Head of Regulatory Services	1	£22,152.01
	Sustainability & Climate Change Officer	1	£8,254.56
	Total	2	£30,406.57
Strategy and Resources	Head of Shared Service	1	£4,694.90
	HR Consultant	3	£14,431.89
	GMSS Payroll & Pensions Specialist	1	£2,476.06
	Total	5	£21,602.85
Grand Total		207	£1,531,112.86

Appendix 2

Trafford Council Agency Tenure by Directorate

Breakdown by Directorate showing active assignments as at 30 September 2021

Directorate	Job Title	No. of active assignments
Children's Services	Early Help Intervention Worker	1
	Head of Service	2
	Independent Reviewing Officer	2
	Residential Childcare Officer	13
	Senior Business Support Officer	1
	Service Manager	3
	Social Worker Level 3	9
	Social Worker Level 3a	15
	Social Worker 3a/Senior Practitioner	1
	Strategic Lead for Front Door & Children's Social Care	2
	Strategic Lead for Quality & Improvement	1
	Support Worker	3
	Team Manager	8
	Training Officer	1
	Waking Night Residential Childcare Officer	5
Total	67	
	Business Support & Engagement Assistants	2
Adult Services	Cook Manager	1
	Freedom of Information Officer	1
	Social Care Team Leader	3
	Social Worker Level 3	13
	Support Worker	33
	Total	53

Governance & Community Strategy	Solicitor	5
	Total	5
Place	Head of Regulatory Services	1
	Total	1
Strategy & Resources	HR Consultant	2
	Total	2
	Overall Total	128