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TRAFFORD
COUNCIL

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 4 December 2023

Time: 5.00 p.m.

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

A G E N D A	PART I	Pages
1.	ATTENDANCES	
	To note attendances, including Officers and any apologies for absence.	
2.	MINUTES	1 - 4
	To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 4 th September 2023.	
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.	AGENCY SPEND Q2	5 - 20
	To consider a report from the Director of Human Resources.	
5.	WORKFORCE UPDATE	21 - 36
	To consider an update from the Director of Human Resources.	
6.	GMSS MARKET SUPPLEMENT	37 - 40
	To consider a report from the Director of Human Resources.	

7. 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.

8. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

To consider an oral report of the Director of Human Resources.

SARA TODD

Chief Executive

Membership of the Committee

Councillors J. Bennett (Chair), F. Hornby (Vice-Chair), D. Acton, Babar, S. G. Ennis, W. Jones, J. Leicester, A.M. Whyte and S. Zhi.

Further Information

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

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This agenda was issued on **Thursday, 23 November 2023** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH.

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EMPLOYMENT COMMITTEE

4 SEPTEMBER 2023

PRESENT

Councillor J. Bennett (in the Chair).

Councillors F. Hornby (Vice-Chair), D. Acton, Babar, S. G. Ennis, W. Jones, J. Leicester, and A.M. Whyte

In attendance

Angela Beadsworth	Director of Human Resources
Emma Malpas	Head of Legal and Governance
Catherine Hay	Pay and Reward Lead
Pelumi Coker	Legal Assistant
Alexander Murray	Governance Officer
Harry Callaghan	Governance Officer

APOLOGIES

Apologies for absence were received from Councillor S. Zhi.

8. MINUTES

That the Minutes of the meeting held on 6th June 2023 be approved as a correct record and signed by the Chairman.

9. DECLARATIONS OF INTEREST

No declarations were made.

10. QUESTIONS FROM THE PUBLIC

No questions were received.

11. AGENCY SPEND Q1

The Director of Human Resources introduced the agency spend report and noted that the level of agency workers within the Council had been a recurring concern for the Committee for a long time. The Committee were assured that the Council only used agency workers as a last resort following a robust vacancy management process. While the Council's level of spend on agency resources was higher than the Council would like, Trafford was still performing better in this regard than other local authorities within Greater Manchester.

The Director of Human Resources then went through the report noting the agency assignments by directorate and confirmed that the largest number of assignments were in Children's and Adult Services. The number of agency workers had increased slightly since the previous quarter, but this was expected due to school summer holiday's falling within that quarter. The work around the Greater Manchester Pledge for social worker agency prices was continuing to develop and

**Employment Committee
4 September 2023**

as Trafford had one of the lowest levels of agency staffing costs, they were working to ensure the pledge did not lead to an increase. The Director of Human Resources concluded the introduction by highlighting where overall spend in the quarter had increased or decreased by Directorate.

Following the introduction Members were given the opportunity to make comments or ask questions. Councillors Hornby, Babar, Leicester, Jones, and Acton asked a series of questions covering the breakdown of information provided, possible increase in staff wages to reduce agency, the Councils recruitment plans, and shortages in qualified people to fill positions. The Director of Human Resources was able to answer all of the Councillors questions to their satisfaction. The Director of Human Resources also agreed that agency fees would be shown in future updates to the Committee.

RESOLVED:

- 1) That the report be noted.
- 2) That a breakdown by department of percentage of workers who are agency workers be provided to Committee Members.
- 3) That a breakdown of agency fees be included in future reports to the Committee.

12. SPECIAL SEVERANCE PAYMENTS

The Director of Human Resources introduced the report and informed Committee Members that the Government had updated the guidance around severance payments in May 2023. The report detailed the approvals process for the special payments with the Committee being informed of the approval requirements for each payment. The Committee were informed that any payments for the Head of Paid Service would require the Council to consult two Independent Persons. The Director of Human Resources concluded the introduction by restating the recommendations of the report.

Following the introduction, the Chair welcomed the changes and the formalisation of the process. Councillors Hornby and Leicester asked questions regarding the new approach and when it would be applicable. The Director of Human resources provided detailed responses to the Committee and the Councillors were satisfied with the responses received. Councillor Hornby felt that the Council could go further than the legislation required with regards the differences in approach according to age as shown on page 22 of the document pack.

RESOLVED:

- 1) That the report be noted.
- 2) That the new statutory criteria and approval for special severance payments and reporting requirements be noted.
- 3) That the approvals for the guidance and process be noted.
- 4) It be noted that, as part of the approval requirements, proposed payments of £100k plus will be submitted to the Employment Committee prior to Council for approval.

13. EMERGENCY DUTY SOCIAL WORK MARKET SUPPLEMENT

The Pay and Reward Lead introduced the report by explaining the staff who would be eligible for the payment, that the payment had been in place for two years, and that the recommendation was to extend the market supplement payment for a further two years. The Committee were informed that the market supplement brought Trafford to the middle level of pay compared to other authorities and made the Council competitive within the employment market.

Following the introduction, The Chair and Councillor Acton both welcomed the report and voiced their support of the continuation of the market supplement.

Councillors Jones and Leicester asked whether there were any plans to make the supplement permanent and how successful it had been so far. The Pay and Reward Lead provided in depth responses to the Councillors questions and confirmed that the payment was temporary and linked to market conditions at the time.

RESOLVED:

- 1) That the report be noted.
- 2) That the continuation of the payment of Market Supplement of £3,366 per annum for a further 2 years with an annual review as per the policy be noted.

14. LEGAL TEAM MARKET SUPPLEMENT PAYMENT

The Head of Legal and Governance introduced the report and informed the Committee of the difficulties the Council was having in recruiting qualified and experienced staff which included having to compete with other Councils and agencies for the limited pool of suitable professionals. The Council were looking at multiple approaches to increase the attractiveness of Trafford as an employer with one strand of that approach being benchmarking pay compared to other authorities. The market supplement proposed was the result of the benchmarking exercise and represented an amount that would make Trafford competitive within the marketplace.

Following the introduction, the Chair and Councillor Acton welcomed the report and spoke in favour of providing a market supplement for legal officers.

Councillor Babar asked how many lawyers were employed for the roles listed on page 23 of the report. The Head of Legal and Governance responded to Councillor Babar that she did not have the figures to hand but would provide them after the meeting.

RESOLVED:

- 1) That the report and its recommendations be noted.
- 2) That the information requested by Councillor Babar be provided by the Head of Legal and Governance.

15. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Committee were informed by the Director of Human Resources that there had been four exception requests received in the last quarter and all four had been approved.

Committee Members were then provided the opportunity to make comments or ask questions, but nothing was raised.

RESOLVED: That the update be noted.

The meeting commenced at 5.00 p.m. and finished at 5.53 p.m.

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 4 December 2023
Report for: Information
Report of: Director of Human Resources

Report Title

Agency and Consultant Spend for Q2 Period 1 July 2023 to 30 September 2023

Summary

This report details the quarterly spend for the Council on agency workers and consultants. 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 supports the outcomes of our corporate priorities.
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	None
Health & Wellbeing Implications	None
Health and Safety Implications	None

Summary of key stakeholders involved in report production:

Name: Cal Aston, Resourcing Consultant

1. Background

- 1.1 A robust vacancy clearance process is in place to ensure 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 the Director of HR and Director of Finance overseeing a 4 week vacancy pause in place for some roles (excluding Health and Social Care) to support budget pressures. A robust recruitment process is followed which prioritises employees on notice from redundancy (redeployees), “at risk” staff (those employees where there is a real risk of redundancy) and apprentices before we advertise roles.
- 1.2 It is recognised, however, that there will be circumstances where immediate resourcing (predominantly short term in nature) is required. This is usually where 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 The total agency spend in Q2 2023/24 was £1,794,593.53. This figure has increased compared with Q1 2023/24 where the spend was £1,581,444.51. If we look at the corresponding Q2 2022/23 the overall spend was £1,706,142.35. Therefore, the spend remains fairly static compared with the same time last year. Appendix 1 details the agency spend breakdown for Quarter 2 2023/24 by Directorate and role.
- 1.4 Appendix 2 shows a snapshot of the percentage of agency workers compared to Council staff as at September 2023
- 1.5 Agency costs for this quarter have been met from within existing staffing budgets to support services whilst they have been restructuring, reshaping and recruiting to vacant posts and meeting our statutory obligations on a day-to-day basis.

Directorate Overview

2.1 Children’s Services

- 2.1.1 In Q2 2023/2024 agency spend in Children’s Services totalled £1,225,771.96 This includes spend via REED totalling £994,812.22 and the Social Worker Agency Framework (SWAF), totalling £230,959.74.
- 2.1.2 Agency spend in Q2 has increased by £190,437.48 compared with Q1 (where the spend was £1,035,334.48).

- 2.1.3 The largest proportion of the Q2 2023/24 agency spend is on interim qualified Level 3 Social Worker roles and Advanced Practitioners with spend with Reed of £561,559.48 and £185,316.69 with SWAF.
- 2.1.4 We continue to rely on the use of agency workers from other providers which we engaged via the Councils 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. Having the SWAF has assisted in managing the gaps and created some flexibility whilst still operating in a framework. The total spend via SWAF in Q2 2023/24 was £230,959.74. This spend has increased compared to Q1 2023/24 (the spend in Q1 was £179,748.33). We have continued to see a level of stability in agency staffing complimented by an ongoing focus on permanent recruitment.
- 2.1.5 The majority of agency spend is due to the service discharging its statutory responsibilities for providing social work and social care services for vulnerable children. The interim staffing need is primarily required to cover staffing resource gaps, created where there is cover requirement for sickness, maternity leave or secondment opportunities. Cover is critical to ensure that service users receive the appropriate level of care and support.
- 2.1.6 HR are continuing to work in partnership with the Strategic Lead - Practice and Improvement and Learning, to implement the resourcing strategy to try to reduce the agency resource requirements. Agency Social Workers are asked to consider a permanent contract with Trafford. We highlight the total reward package and development opportunities available to workers who wish to move into permanent employment status. Individual conversations are held with our current agency workers to share information about the benefits of working at Trafford on a permanent contract. This will aid Trafford to understand current market / labour trends and thinking. Developing target recruitment to key areas of the service is also underway.
- 2.1.7 GM Pledge update – In GM Qualified Social Care represents 49% of spend, and heads remain static. There are ongoing challenges of recruitment and retention across the social care workforce at a national, regional, and local level. As part of the AGMA collaboration the GM Pledge has been introduced from 1 November 2023 (this aligns to the London Pledge). This involves the introduction of an agreed set of rules on the engagement of agency social work resource in local authority children's social care. This will include the introduction of price caps on what local authorities may pay per hour for an agency social worker. It is also proposed that if a permanent social worker leaves an authority, they will be unable to work as an agency worker in GM for 6 months. The pay rates have now finalised and Trafford Council have no workers in place with Reed or SWAF above the capped rate. With the successful

implementation of the GM Pledge, we can be optimistic that at least the total charge per hour will reduce long term as we halt the trend of increasing pay rates and prevent off contract spend in this area. However, demand is still high. There is also work ongoing on a national level.

- 2.1.8 ASYE: The Learning and Development Team supports the coordination of the Assessed and Supported Year in Employment (ASYE), supported by the Learning and Improvement Team in Children's Services and Principle Social Worker in Adults Services. There are currently 19 NQSWs in Children's Services and 9 in Adults Services. This programme involves support and assessment against the Post Qualifying Standards in their first year in practice. We are looking at piloting and introducing "stay interviews" to support the retention of ASYE colleagues over the forthcoming months.
- 2.1.9 Social work students: we have placed 3 students so far this academic year within Childrens services with a further 2 planned for January 2024 start dates.
- 2.1.10 Social worker apprenticeship: We have a successful social worker apprenticeship programme, which involves completing a social work degree in 30 months, through university learning at Man Met, with extended practice development opportunities within their substantive roles. Two social workers have graduated this year and are now starting their ASYE.

Cohort 3 (September 2021 – March 2024) – have all now moved in preparation for their End Point Assessment.

Cohort 4 – All doing well, 10 days shadowing to take place early 2024.

Cohort 5 – Both Adults and Childrens are looking to recruit 3 students for the March 2024 intake.

Cohort 6 – Childrens Services are looking at recruiting a further 3 colleagues for the September 2024 intake.

- 2.1.11 Career progression: There has been a review and new approach to this pathway in children's services. This involves band 7 social workers (post ASYE) evidencing their practice against the Experienced Social Worker level of the Professional Capabilities Framework (PCF) for social workers before their progression is confirmed. This approach has been piloted with a few social workers and feedback from them and their managers has been positive.

2.2 Adult Services

2.2.1 In Q2 2023/24 the spend in Adult Services totalled £226,809.63 via Reed our Umbrella agency.

2.2.2 This has reduced slightly when compared to Q1 2023/24 where the spend was £243,674.75.

2.2.3 The largest spend in Q2 2023/24 was on qualified agency social workers and advanced practitioners at £142,398.60. The spend has slightly reduced when compared to Q1 2023/24 spend which was £158,967.00.

2.2.4 The next biggest spend is on Support Workers at Ascot House and Supported Living in Q2 which totals £52,351.79. Spend has remained static when compared to Q1 2023/24 (where the spend was £53,043.74). The internal Resourcing service continues to support the targeted recruitment of Support Workers via a social media campaigns and attendance at job and career fairs.

2.2.6 Trafford Learning Academy provides 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 schools' engagement project is established with 11 schools, with consistent presence at careers events as well as delivering myth busting sessions to young people about what a career in adult social care is really like. Trafford Learning Academy has built strong connections with schools offering Health and Social Care GCSE level qualifications; with 6 Trafford schools offering the course. The Senior Workforce Development Practitioner of Trafford Learning Academy is a school enterprise advisor for Altrincham College and Flixton Girls School, a voluntary role supporting schools with delivering a robust careers offer to young people. The Learning Academy has developed links with Manchester Metropolitan University to promote Trafford ASC career opportunities with Integrated Health and social Care undergraduates.

2.2.7 Trafford Learning Academy provides a range of support to aid staff retention, such as confidential 1:1 support around career aspirations or frustrations, Research in Practice Communities of Practice groups to support workers CPD, group learning support for newly qualified Social Workers, and learning support for Social Work Degree Apprentices.

2.2.8 The Learning Academy is proactively supporting school students with their work experience opportunities in Year 10, identifying schools and social care services by locality, and linking students seeking work experience with local social care providers, which includes students attending work experience placements in

Ascot House. A similar offer has been extended to college students who require a year-long placement as an integral part of their health and social care course.

2.2.9 Following the implementation of a market supplement in July 2022 for qualified Social Workers, along with the launch of the new recruitment approach in November 2022, we have seen a reduction in the number of vacancies in the service.

2.2.11 HR / OD have now completed the first set of cohorts of the Leading Through Change programme for leaders and managers at Band 9 and above.

The 7 workshops programme were developed with the Director and Quality Assurance Lead and is aligned to the CQC inspection requirements and leadership framework from Skills for Care and acknowledges the b-Heard survey report responses from 2022.

An evaluation and recommended next steps report has been sent to the Director of ASC and Wellbeing. This is being reviewed alongside the feedback from the LGA Peer Review to consider next steps. We will be supporting a Leadership away day for the service at the end of November.

Discussions will also take place on how the programme is continued for new joiners and those unable to complete the initial programme.

2.2.12 ASYE: The Learning and Development Team supports the coordination of the Assessed and Supported Year in Employment (ASYE), supported by the Learning and Improvement team in children's services. There are currently 9 NQSWs in adult services on the ASYE programme. This programme involves support and assessment against the Post Qualifying Standards in their first year in practice.

2.2.13 Social work students: Adult services have supported and assessed 12 social work students (placements) in the academic year 2022/2023. We support these degree students to apply for jobs in the authority, once they are qualified.

2.2.14 Social worker degree apprenticeship: We have a successful social worker apprenticeship programme. Two SW apprentices qualified in March and are taking up social work posts and starting the ASYE. Cohort 3 (2021-2024) has 3 staff members, who are starting their third year and 3 staff members in Cohort 4 have started their second year. This programme involves the employees (social worker apprentices) working in frontline roles in social care, while completing the degree in social work, through university learning at MMU and extended development opportunities within their substantive roles. We are now in the process of supporting the service to promote the next cohort (5) which is due to start in March 2024. Adults aspire to support 3 placements on this cohort.

2.2.15 Career progression: This involves social workers attending and passing a university module at Masters level, and preparing a portfolio of practice evidence for a panel. In the portfolio and panel discussion, the social worker evidences their work and development against the Experienced Social Worker level of the Professional Capabilities Framework (PCF) for social workers, before their progression is confirmed. There are currently 3 colleagues being scheduled to attend career consolidation training with Salford University. Once completed they will progress to the career progression panel. There are currently 2 colleagues who have attended this training and are being scheduled to attend panels in early 2024.

2.3 Legal and Governance

2.3.1 In Q2 2023/24 the total agency spend in Legal and Governance was £241,045.47. Spend has increased compared to Q1 2023/24 which was £203,058.31.

2.3.2 By far the largest spend is on solicitors with spend of £227,960.53 for Q2 2023/24. This was an increase compared to Q1 2023/24 which was £203,058.31. This is a national issue and there is 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.

2.3.3 A review has been concluded to identify a solution to the recruitment and retention of these staff. Several options have been proposed including developing a pipe-line in-house (for example through apprenticeships) and the development of career pathways to support succession planning and career progression. Market supplements have also been introduced with effect from 1 October 2023 to aid attraction.

2.3.4 The Legal service is currently under a service review/redesign.

2.4 Finance and Systems

2.4.1 In Q2 2023/24 the total agency spend in Finance and Systems was £7,755.04. The spend has decreased when compared to Q1 2023/24 which was £20,012.99.

2.4.2 The spend is relating to the engagement of a Finance Manager to cover long term sickness absence. This assignment has now ended.

2.5 Place

2.5.1 In Q2 2023/24 agency spend in Place totalled £39,702.41.

2.5.2 Agency spend has increased compared to spend in Q1 2023/24 which was £8,142.82.

2.5.3 The spend in Q2 relates to the engagement of Senior Surveyor, ESOL assessor roles (funded from the Home to Ukraine Funds), Building Control Officer and Business Support Officer.

2.6 Strategy and Resources

2.6.1 In Q2 2023/24 the total agency spend in Strategy and Resources was £53,509.02. This spend with Reed was £21,328.20 and £32,180.82 was off contract with Berry recruitment.

2.6.2 Agency spend has reduced when compared with Q1 202/24 which had a total spend of £71,221.16.

2.6.3 The agency spend this quarter has been mainly within Operational Services for Education in Catering and Cleaning Services. Berry recruitment are used for catering and cleaning cover in schools and Reed for a Cook Manager at the Terrace and an Area Manager.

3. **Summary Agency Spend Position**

3.1 The total agency spend in Q2 2023/24 was £1,794,593.53. This includes agency spend with Reed, Berry Recruitment and the SWAF.

3.2 The total agency spend in Q1 2023/24 was £1,581,444.51, therefore, the spend has increased.

3.3 However if we look at the corresponding Q2 2022/23 the overall spend was £1,706,142.35. Therefore, the spend remains fairly static compared with the same time last year.

3.4 The majority of agency spend continues to be in Adults and Children's Services, due to ongoing challenges with recruiting and retaining social workers. Work continues to try to mitigate this and move to a more stable resourcing position.

3.5 The majority of the agency spend was through Reed (our umbrella agency) where the spend was £1,531,452.97. The next largest spend of £230,959.74 was via the Social Worker Agency Framework. Much of pressure continues to be the difficulties recruiting qualified Social Workers. The remaining spend of £32,180.82 was off contract with Berry Recruitment.

- 3.6 It is worth noting, with the Pay Award recently being agreed, we expect a significant jump in spend and adjustments as Reed begin to process them. On the plus side, it should help increase the attraction for candidates who are paid to grade.
- 3.7 We will continue to monitor agency spend and provide reports for visibility.

4. Annual Agency Spend across GM

Table (1): The table below highlights the 12 months agency spend to September 2023 with REED, our umbrella agency provider across Greater Manchester by Local Authority. Trafford are 8th largest spend out of 17 organisation in the collaboration.

Spend (,000)	Spend	Heads	FTE	Total Hours	Standard	Overtime	Organisation	Directorate	Division	Department	Suppl			
Organisation	Oct-23	Sep-23	Aug-23	Jul-23	Jun-23	May-23	Apr-23	Mar-23	Feb-23	Jan-23	Dec-22	Nov-22		
Manchester City Council	1,193	1,447	1,149	1,180	1,288	955	848	1,153	826	710	997	776		
Greater Manchester Police	859	981	785	883	984	878	869	1,121	920	752	987	724		
Bolton Council	595	707	582	642	825	615	612	844	661	539	816	572		
Tameside Met BC	587	839	720	730	949	768	1,438	1,085	778	748	876	689		
Oldham Council	569	730	588	649	784	625	592	723	626	473	683	607		
Bury Council	791	864	751	734	801	640	630	754	647	478	712	571		
Rochdale BC	617	730	600	618	769	574	596	827	591	508	697	553		
Trafford Council	629	705	577	539	638	514	493	696	538	473	597	417		
Warrington BC	539	606	469	450	565	410	444	527	452	398	531	433		
Salford City Council	355	463	359	282	399	345	318	420	375	314	473	383		
Wigan Council	425	542	490	462	586	451	371	524	371	292	434	298		
Stockport Met BC	449	520	442	429	493	377	308	378	273	198	321	268		
Blackpool Council	360	441	372	369	421	299	308	437	362	267	389	303		
Blackburn with Darwen Council	74	91	75	85	103	68	72	94	69	46	77	69		
GM Collaboration	95	120	84	66	57	54	47	72	55	34	34	27		
TfGM	104	63	56	48	74	64	50	67	52	34	52	35		
Greater Manchester Fire and Rescue	43	54	40	27	14	4	4	4	4	6	16	31		
Total	18	24	12	7	16	11	16	21	14	15	25	9		

Table (2): Spend by job category

Job Category	Oct-23	Sep-23	Aug-23	Jul-23	Jun-23	May-23	Apr-23	Mar-23	Feb-23	Jan-23	Dec-22	Nov-22
	622	886	761	750	943	748	1,384	968	683	671	768	599
Admin & Clerical	380	385	325	315	338	269	275	350	322	214	416	285
Education - Non Qualified			5									
Education - Qualified	2	2	0	4	0	0	0	1	0	0	1	1
Engineering & Surveying	131	173	137	124	142	85	74	79	67	48	70	57
Facilities & Environmental Services	4	8	6	7	8	6						
Financial	46	64	51	60	55	47	49	52	43	25	44	31
Housing, Benefits & Planning	103	112	71	71	84	54	65	84	71	49	74	57
HR	45	54	44	33	26	26	19	26	25	28	40	31
Investigation	568	712	566	642	729	665	657	832	657	566	767	601
Legal	670	727	610	630	768	542	494	662	527	424	597	493
Management	178	209	150	152	166	112	100	110	82	60	93	87
Manual Labour	530	712	669	605	680	538	533	728	525	464	656	483
Marketing	1	3						1	3	3	6	9
Procurement	28	37	25	10	10	9	10	14	9	10	11	3
Social & Health Care - Non Qualified	349	430	315	306	419	307	387	490	371	354	333	315
Social & Health Care - Qualified	4,063	4,711	3,827	3,885	4,684	3,760	3,469	4,628	3,725	2,958	4,257	3,316
Technology	352	384	322	321	366	249	253	379	272	207	276	143
Trades & Operative	229	321	265	281	350	234	246	345	233	203	306	252
Total	8,300	9,928	8,149	8,198	9,767	7,652	8,016	9,748	7,615	6,285	8,718	6,762

5. Consultant Spend

5.1 The total spend in Q 2023/24 was £40,770.00. The spend breaks down as follows.

Children's	Adult & Well-being Services	Governance and Community Strategy	Finance and Systems	Place	Strategy & Resources
£23,070	£0	£0	£0	£17,700	£0

5.2 Consultancy spend in Q2 2023/24 has reduced when compared to Q1 where the spend was £49,700.00.

5.3 During Q2 2023/2 three consultants were engaged in Children's Services and one in Place.

The consultants have been engaged to undertake bespoke pieces of work, such as an independent chair of the SEND board, service redesign, work with Early Help/Family Hubs and bespoke training. We have also engaged a consultant who is reviewing safeguarding processes and the quality of practice of work.

5.4 The HR service will facilitate targeted and bespoke interventions to support managers to pro-actively manage temporary resourcing needs to continue to ensure that agency demand is proportionate and appropriate.

6. Conclusion

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

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

Appendix 1

Trafford Council Agency Spend By Directorate Q2 – 2023/2024

Directorates	Job Title	Number of Active Assignments	Total Cost
Childrens	Social Worker Reed	41	£465,888.74
	Social Worker SWAF	19	£185,316.69
	Advanced Practitioner Reed	6	£96,503.81
	Team Leader SWAF	1	£24,422.32
	Practice Manager Reed	14	£229,435.30
	Practice Manager SWAF	1	£21,220.73
	Childcare Assistant/Worker	6	£16,418.22
	Independent Reviewing Officer	2	£24,616.75
	Personal Advisor	2	£16,681.75
	Residential Childcare Officer	13	£44,014.12
	Business Support Officer	4	£11,668.30
	Strategic Lead Front Door & Children's Social Care	1	£30,530.45
	Strategic Lead Quality & Improvement	1	£38,524.02
	Support Worker	3	£20,530.76
Total	114	£1,225,771.96	
Adults	Catering Assistant	2	£2,736.13
	Chef/Cook Manager	8	£10,032.22
	Deputy Manager	1	£11,708.27
	Senior Practitioner	1	£8,174.98
	Approved Mental Health Practitioner	1	£1,730.58
	Social Worker	16	£133,390.55

	Support Worker	29	£52,351.79
	Freedom of Information Officer	1	£1,727.81
	DoLS Team Manager (2803.50)	1	£4,957.30
	Total	60	£226,809.63
Finance and Systems	Finance Manager	1	£7,755.04
	Total	1	£7,755.04
Legal & Governance	Solicitor/Lawyer	11	£227,960.53
	Applications Support Officer	1	£7,006.17
	Senior Business Intelligence Analyst	1	£6,078.77
	Total	13	£241,045.47
Place	ESOL Assessor	3	£2,424.85
	Handy Person	1	£1,533.51
	Business Support Officer	2	£16,737.90
	Building Control Officer	1	£6,453.81
	Senior Surveyor	1	£12,552.34
	Total	8	£39,702.41
Strategy and Resources	Area Manager (Operational Services for Education)	1	£12,551.46
	Cook Manager (Terrace)	3	£8,776.74
	Berry Recruitment (cooks and cleaners in schools)	20	£32,180.82
	Total	24	£53,509.02
Grand Total		220	£1,794,593.53

Appendix 2 – Snapshot of the percentage of agency workers compared to Council staff as at September 2023

Workforce Measure	Current Month - September 2023						
	Council	Children's Services	Adult Services	Finance and Systems	Strategy and Resources	Legal and Governance	Place
Staff in Post							
Staff in post (HC)	2493	575	480	202	960	51	225
Temporary Resource							
Act Ups (HC)	7	3	1	1	2	0	0
Honoraria (HC)	22	1	4	3	4	0	10
Fixed term contracts/internal secondments (HC)	143	26	42	12	34	7	24
Total staff	2665	605	527	218	1000	58	259
Agency staff (HC)	149	90	38	1	22	10	8
Percentage of agency workers to perm staff	5.59%	14.87%	7.21%	0.45%	2.20%	17.24%	3.09%
<p>Notes Staff in post - figures are based on posts, not people, as some employees have multiple posts which may be in different directorates. Agency headcount - headcount is based on those on assignment in month and spend is based on the invoices received in the month.</p>							

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TRAFFORD
COUNCIL

Workforce Update December 2023



Our People Strategy

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

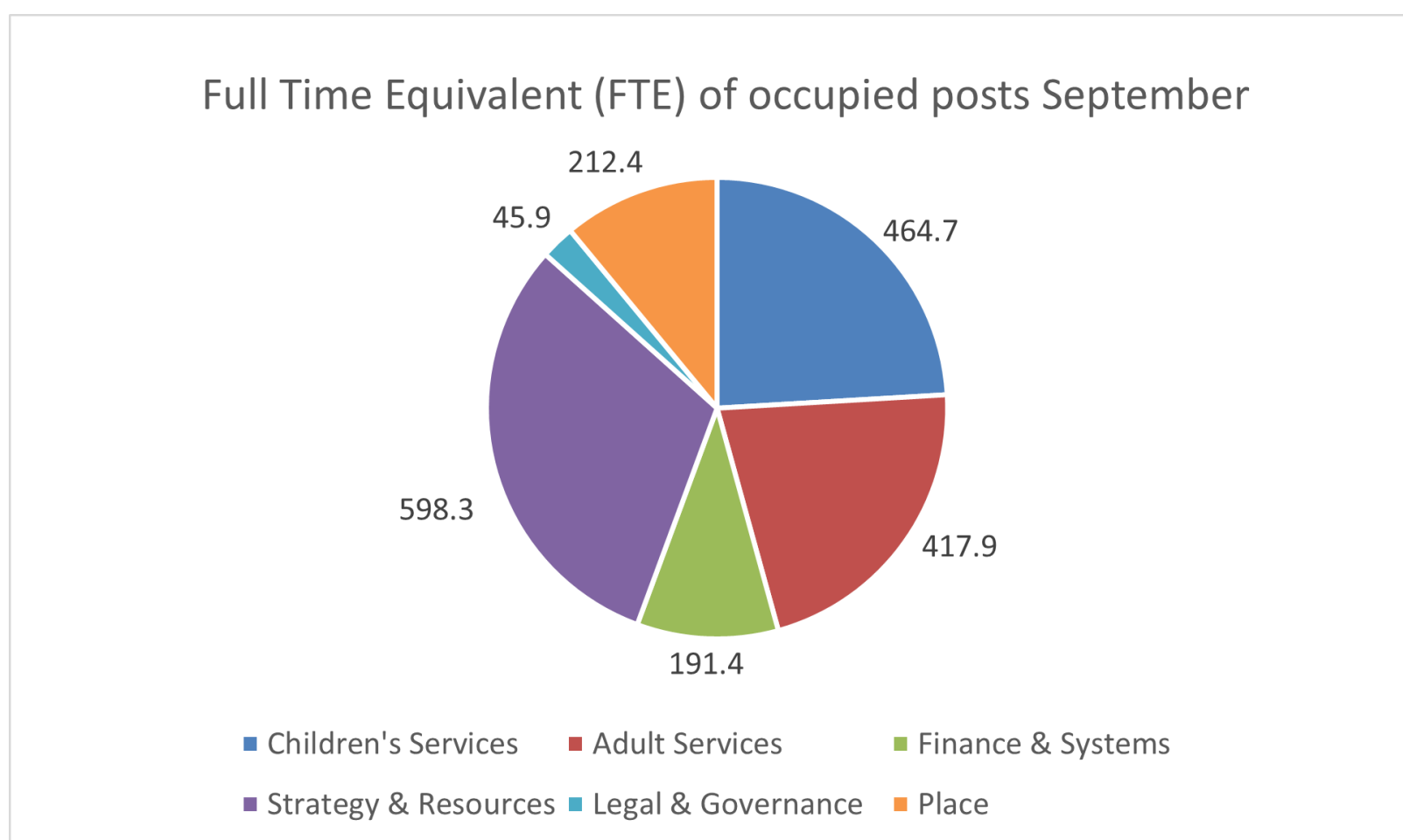
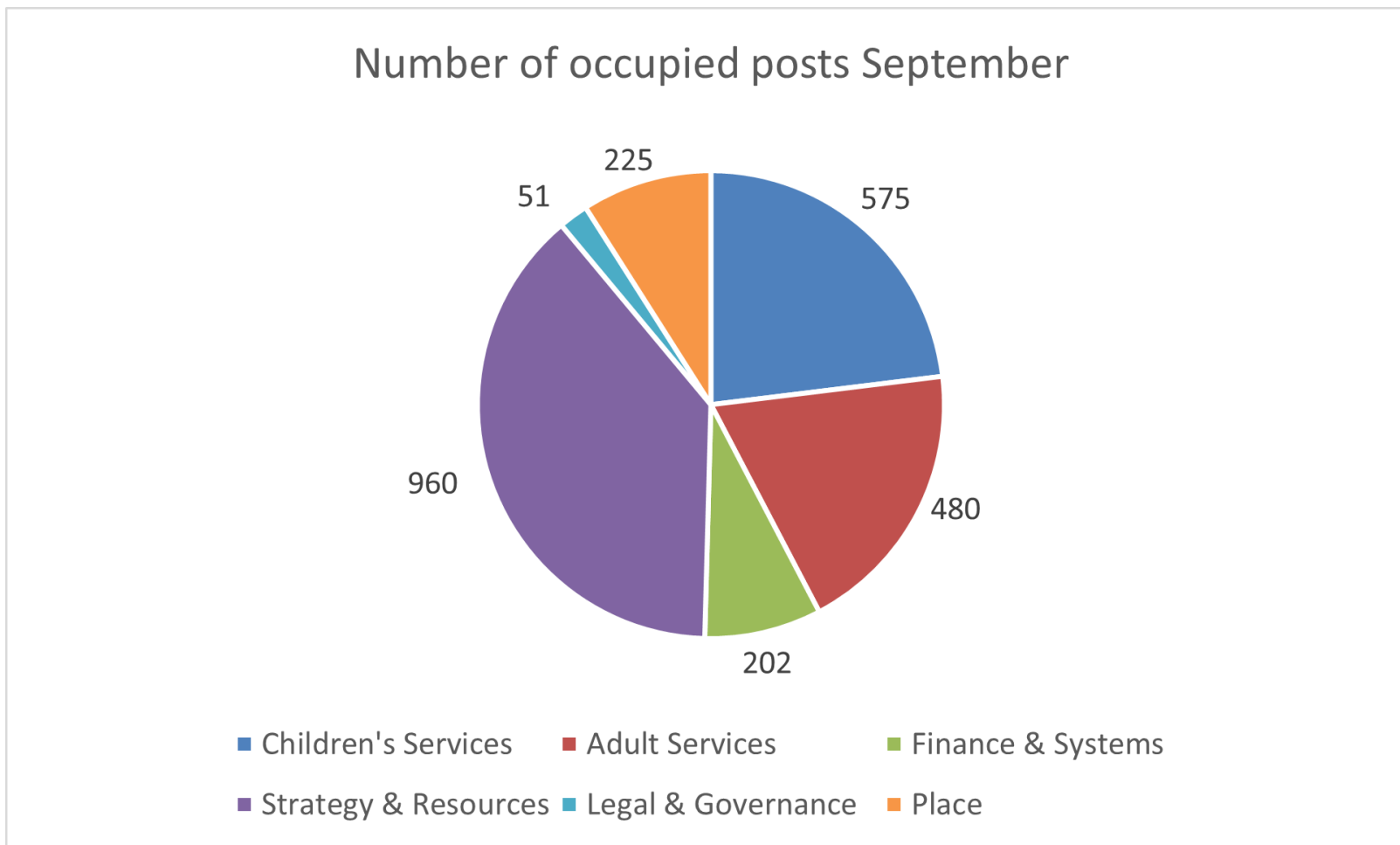
This report details some key workforce metrics, so we can monitor progress and provides updates on different work areas, all themed around our People Strategy. The metrics cover the year ending September 2023.



Report Contents

Page 3	-	Attract and Recruit
Page 6	-	Engage and Retain
Page 12	-	Grow and Nurture
Page 15	-	Embed and Sustain

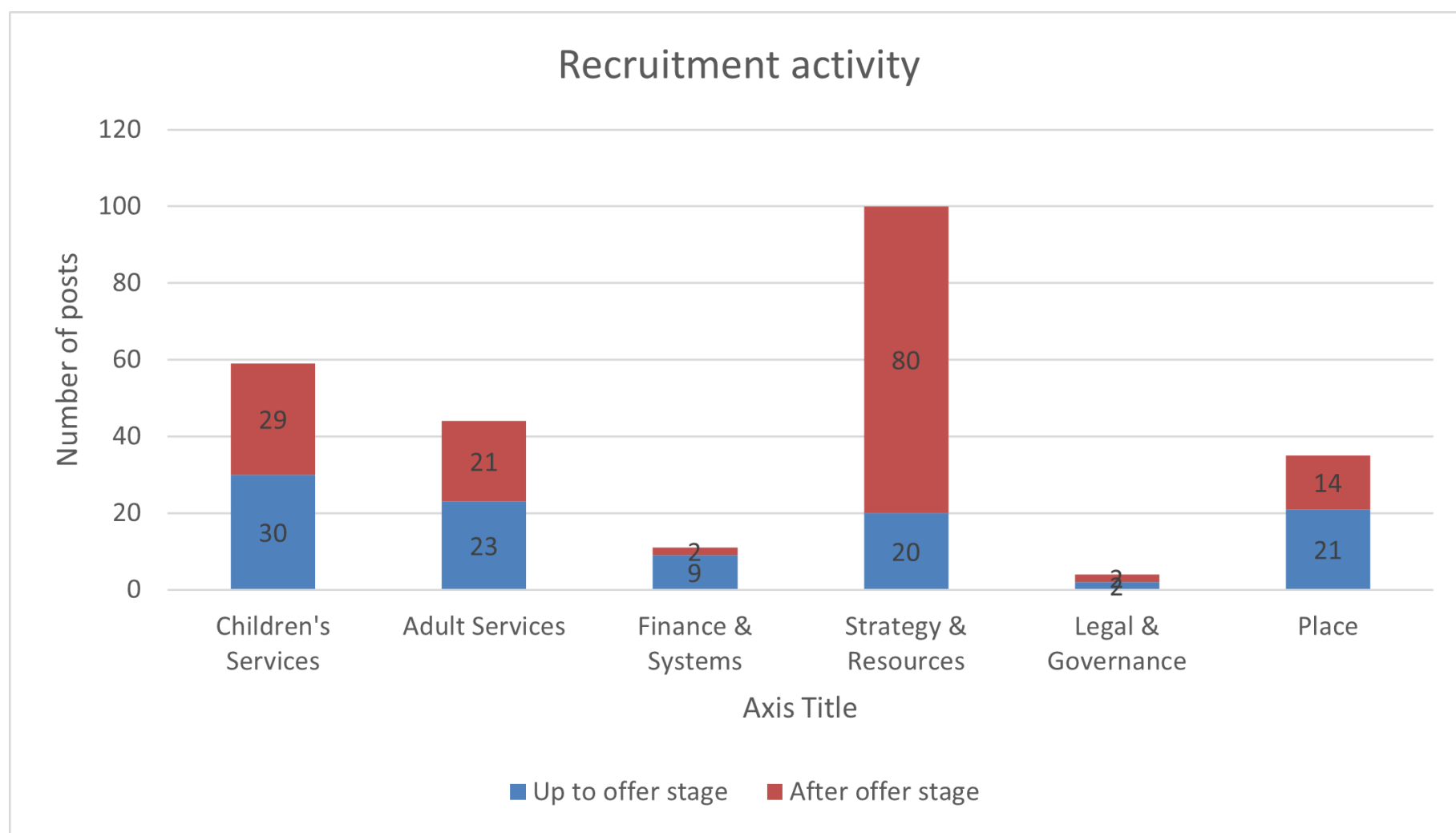
ATTRACT & RECRUIT



In September 2023 there were a total of 2493 substantive posts occupied within the Council which equates to a full time equivalent (FTE) of 1930.6. The biggest variance between the number of posts and the FTE is within Strategy & Resources—this is due to staff who work in Operational Services for Education (OSfE) where the majority of roles are part-time, based on the nature of the needs of our schools client base. Some staff have more than one post within the Council so the headcount/total number of employees was 2392.

Over the 12 months to end of September 2023 we welcomed 253 new employees to the Council which equates to 221.2 full time equivalents (FTE).

ATTRACT & RECRUIT



Resourcing Updates

Recruitment activity – At the end of September there were 253 roles being recruited to. Of these 105 were up to the offer stage and 148 were after offer, but before commencing with the Council.

GM Pledge – There are ongoing challenges of recruitment and retention across the social care workforce at a national, [regional](#), and local level. A GM Pledge has been introduced in November 2023 that involves the introduction of an agreed set of rules on the engagement of agency social work resource in local authority children’s social care across GM. This will include the introduction of price caps on what local authorities may pay per hour for an agency social worker. The pay rates have now been finalised and Trafford Council have no workers in place above the capped rate. There is also work ongoing on a national level.

Greater Jobs – We continue to develop our Greater Jobs content to ensure that we are promoting Trafford as an EPIC workplace. Alongside our [existing pages](#) we have developed a new page showcasing all our [accreditations](#) and achievements—these also appear on every [job advert](#).

ATTRACT & RECRUIT



Resourcing updates continued

Work Experience – We are now receiving requests for 2024. These are being dealt with in order of date received. Trafford College has requested support with their work experience week in November. It has been agreed we will offer 3 week long placements. A CLT paper has been written to suggest a more robust process.

Extended Placements – We will be supporting two long term placements planned in the Organisational Development and Resourcing Teams starting later in 2023, these will support students from Trafford College on T-level qualifications.

Supported Internships – All 5 young people have now started their placements. The placement in HR is going very well. The young person is showing an increase in confidence and skills. Work is now ongoing for the second cohort of placements in January 2024.

Promoting Trafford and our roles – This has been a busy period for the team in terms of attending jobs fairs. The job fair at Old Trafford Football Ground in July was a very well attended event and offered an opportunity to promote our vacancies and brand to the local community. From October 2022 to November 2023 we have attended 11 jobs fairs/community events to promote Trafford and our role opportunities.

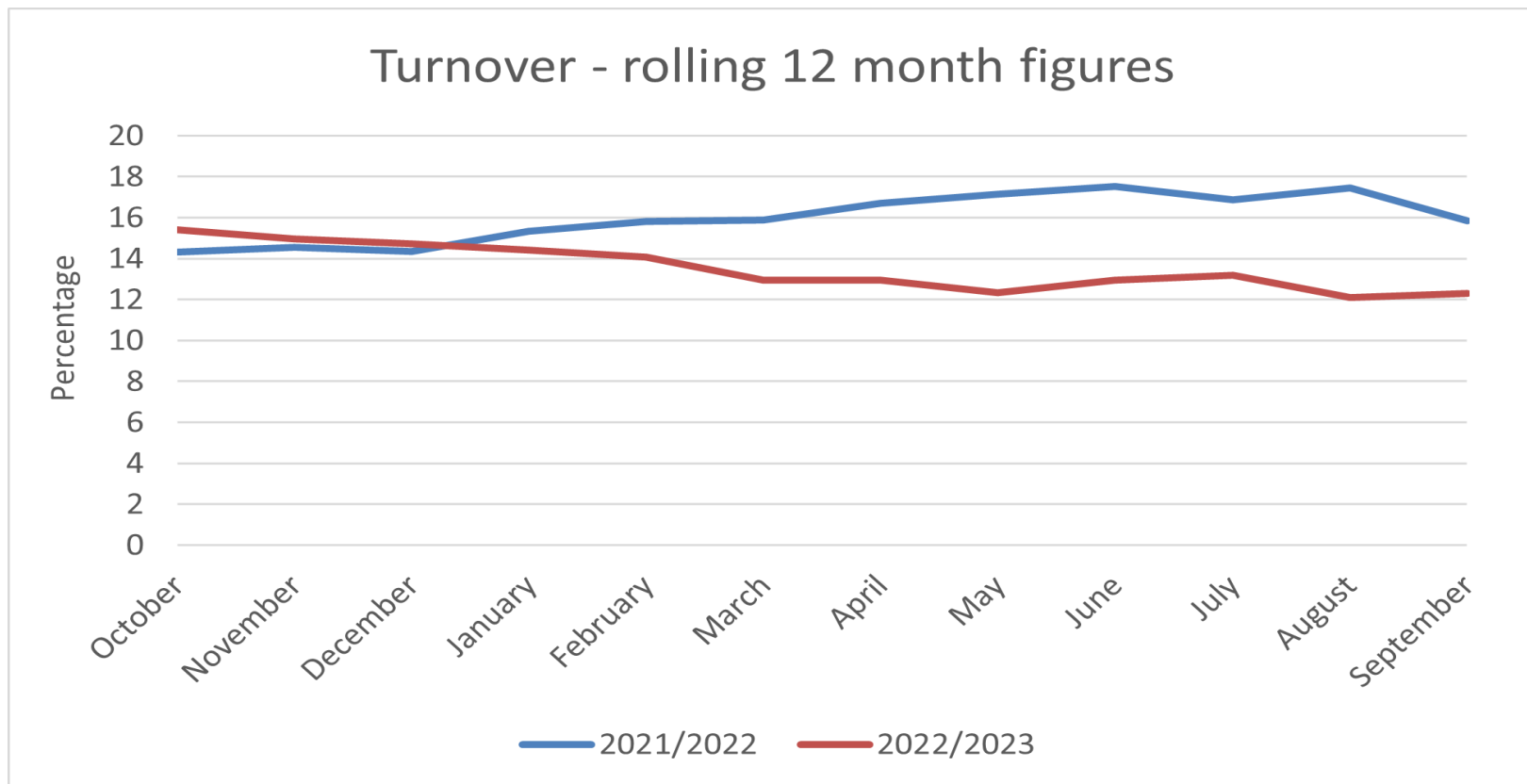
Operational Services for Education (OSfE) – They have several vacancies and are currently finding it a challenge to recruit. We continue to have weekly meetings with the service to draft action plans and discuss ongoing recruitment challenges as well as developing a recruitment strategy to target School Crossing Patrol vacancies. In the last 3 months we have attended several community recruitment events at various libraries and at the Town Hall. These are effective as we can interview candidates on the day and start recruitment checks. One event resulted in 30 offers of employment being made.

Children's Services – Weekly meetings are continuing to take place with leads from Children's Services. Adverts are continuing on a rolling basis and new approaches have been trialled, including webinars, drop-in sessions and targeted campaigns. We also attended their Investing in our People steering group.

Director Recruitment – We supported with interviews for the Director of Cultural Transformation in September 2023. This has resulted in a successful appointment and the chosen candidate will start at Trafford on 5 December 2023.

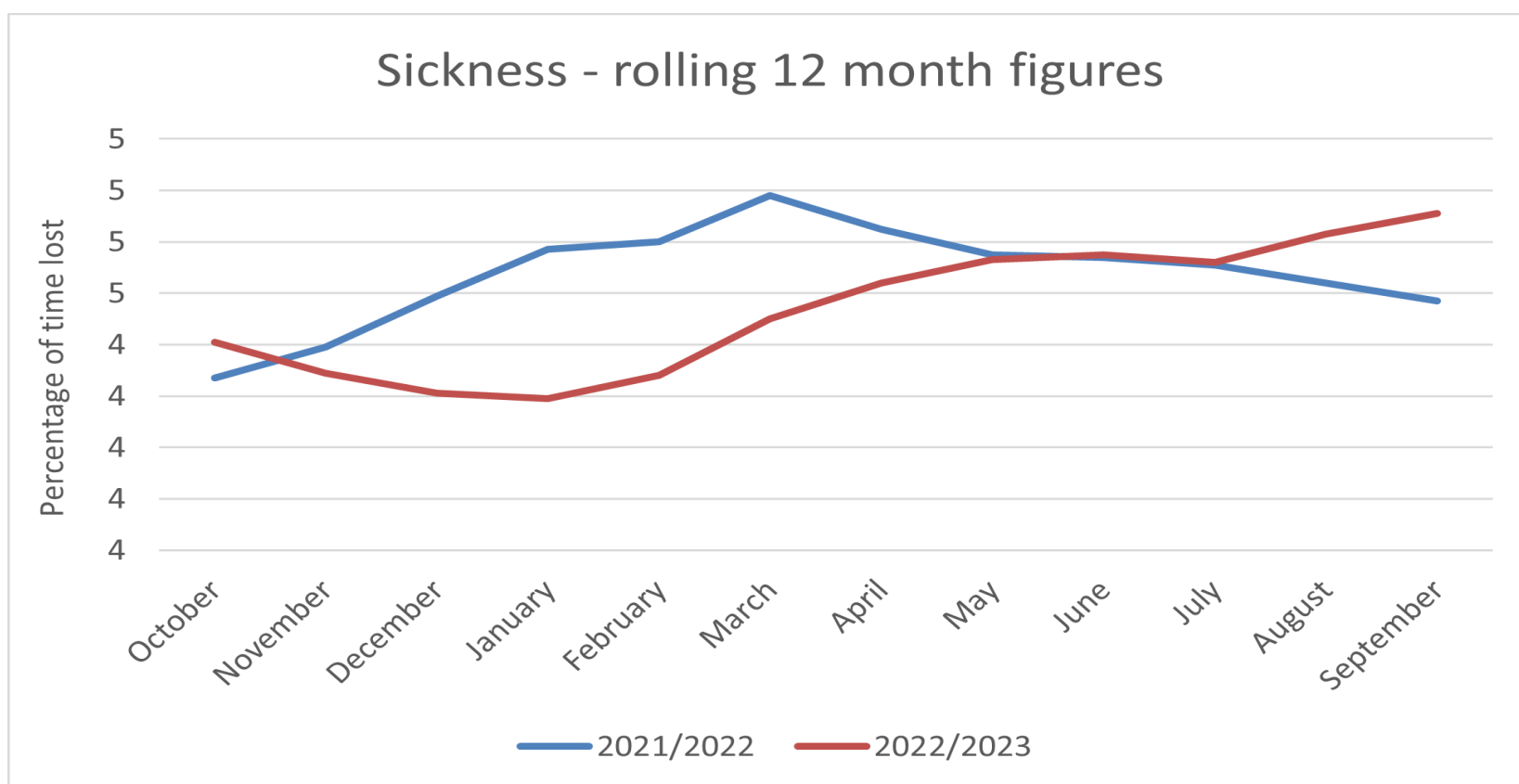
Training – We continue to support the Values Based Recruitment and selection training sessions. Chairs of recruitment panels are required to attend this training. We co-delivered training sessions with our Learning and Development team in July, August and September. Further sessions are planned to be delivered on a monthly basis.

ENGAGE & RETAIN



Turnover

Our turnover figures are based on posts, and include all those who leave the Council for any reason. In 2021/2022 the figures started to increase over the year from 10.43% in October ending at 15.84% in September. Through 2022/2023 figures have been generally decreasing, with the figure at 12.30% in September 2023. The impact of the post pandemic ‘Great Resignation’ appears to have diminished.



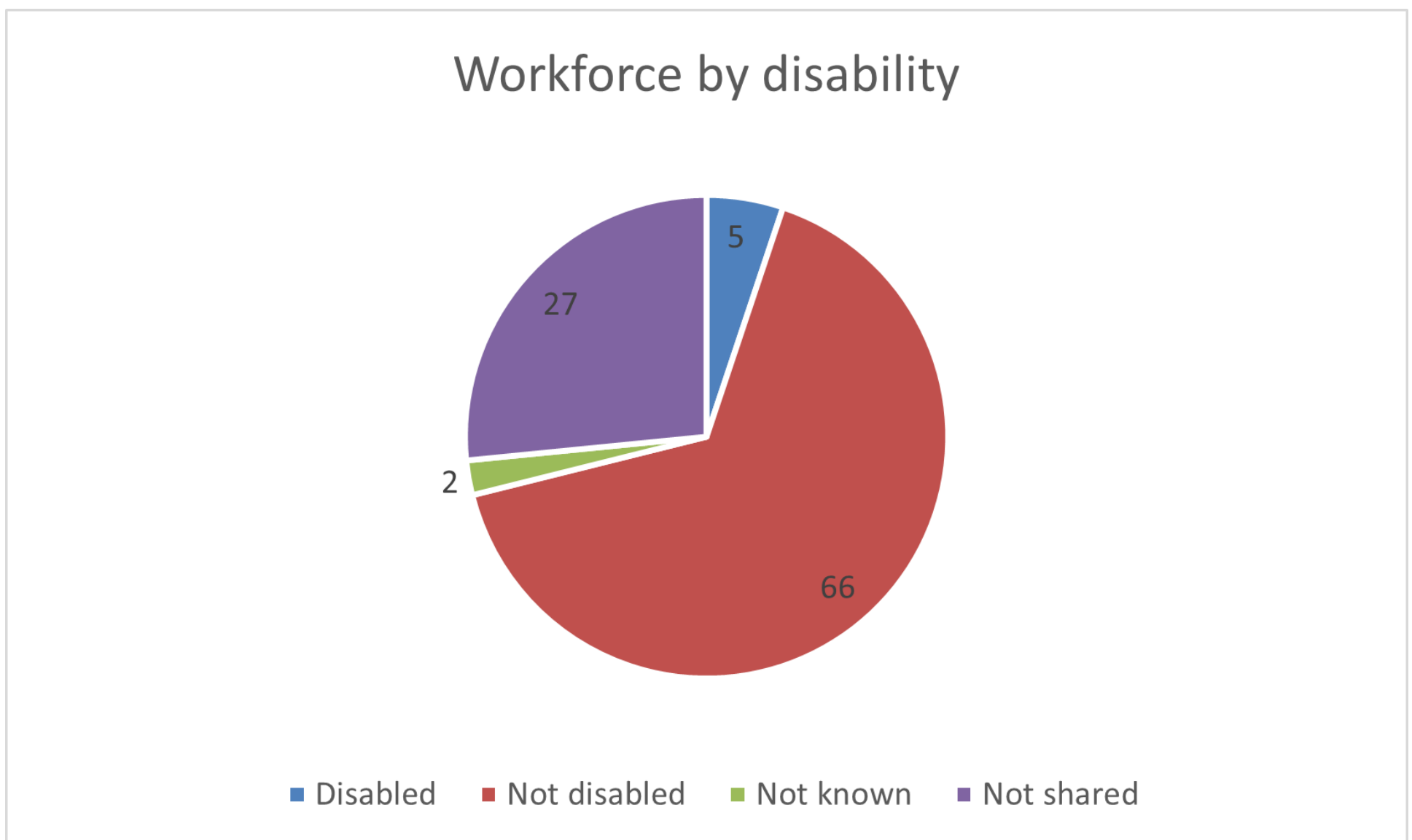
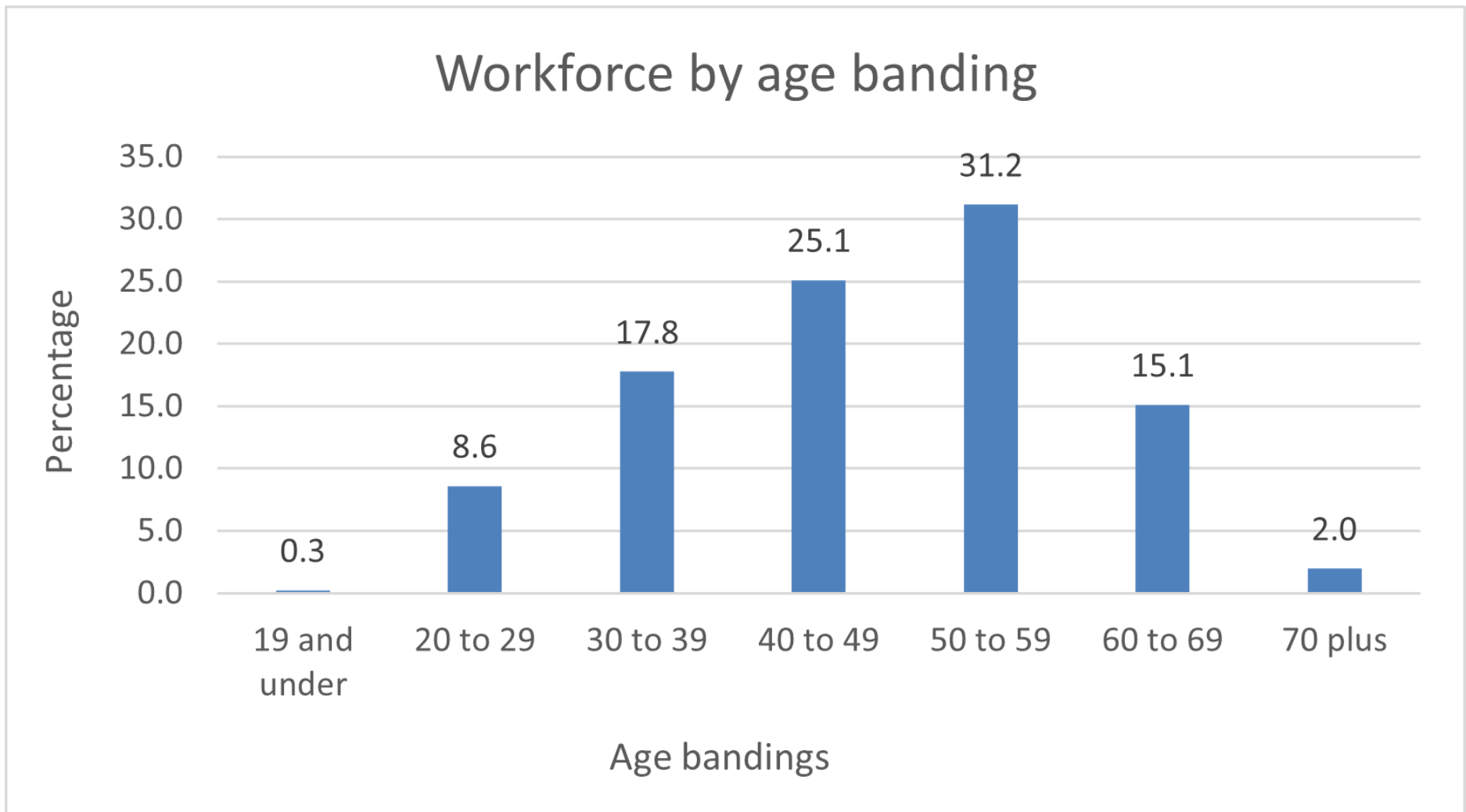
Sickness absence

We report sickness absence by percentage of total available time lost to sickness absence. Sickness in October 2021 was 4.27% and then it increased over the year to 4.57% in September 2022. Through 2022/2023 there has been an overall increasing trend and at the end of September 2023 it was 4.91%. Of this figure 3.73% is due to long-term absence and short-term is much lower at only 1.18%. As compared with last September short-term sickness has reduced and long-term sickness has increased.

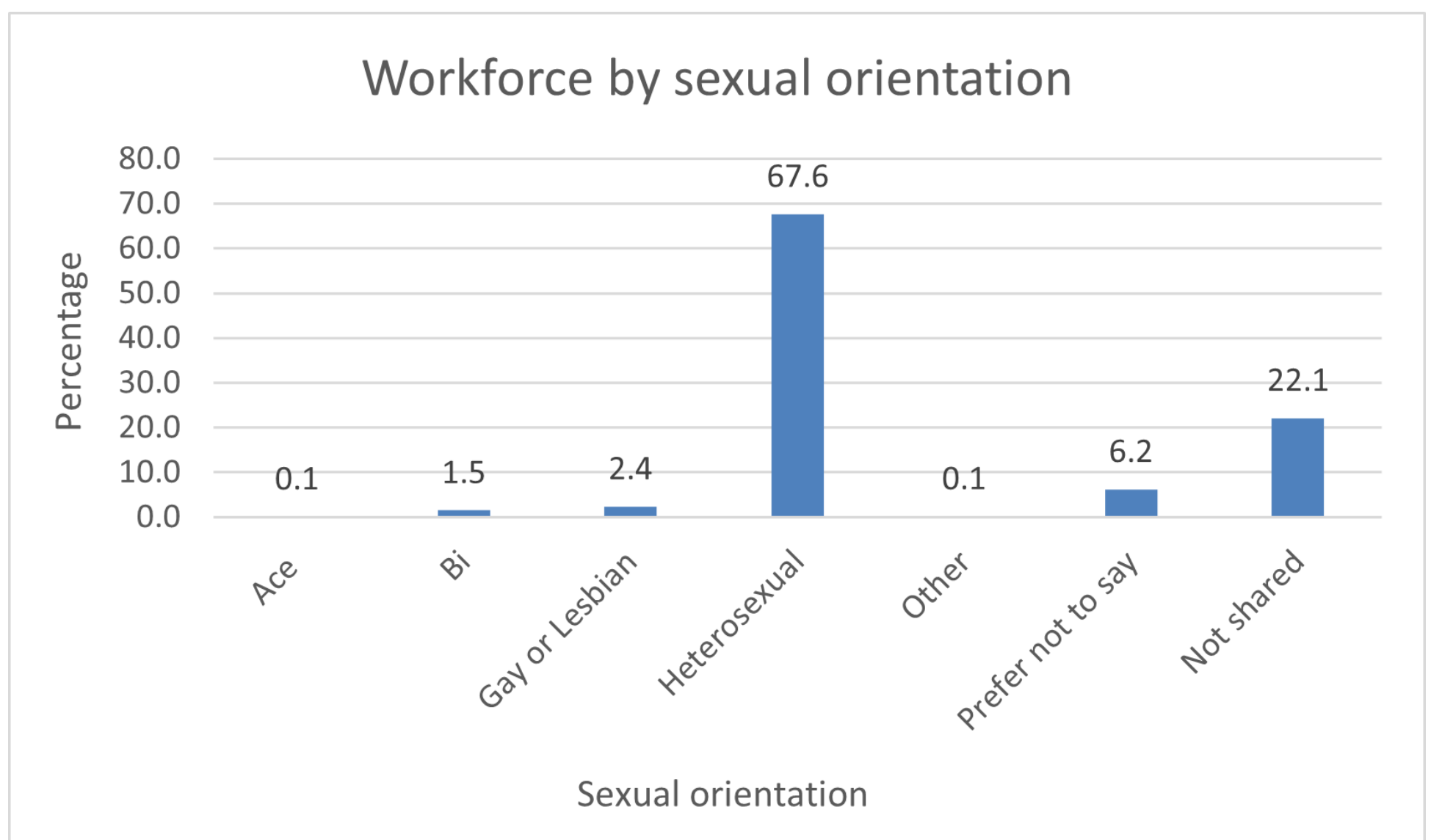
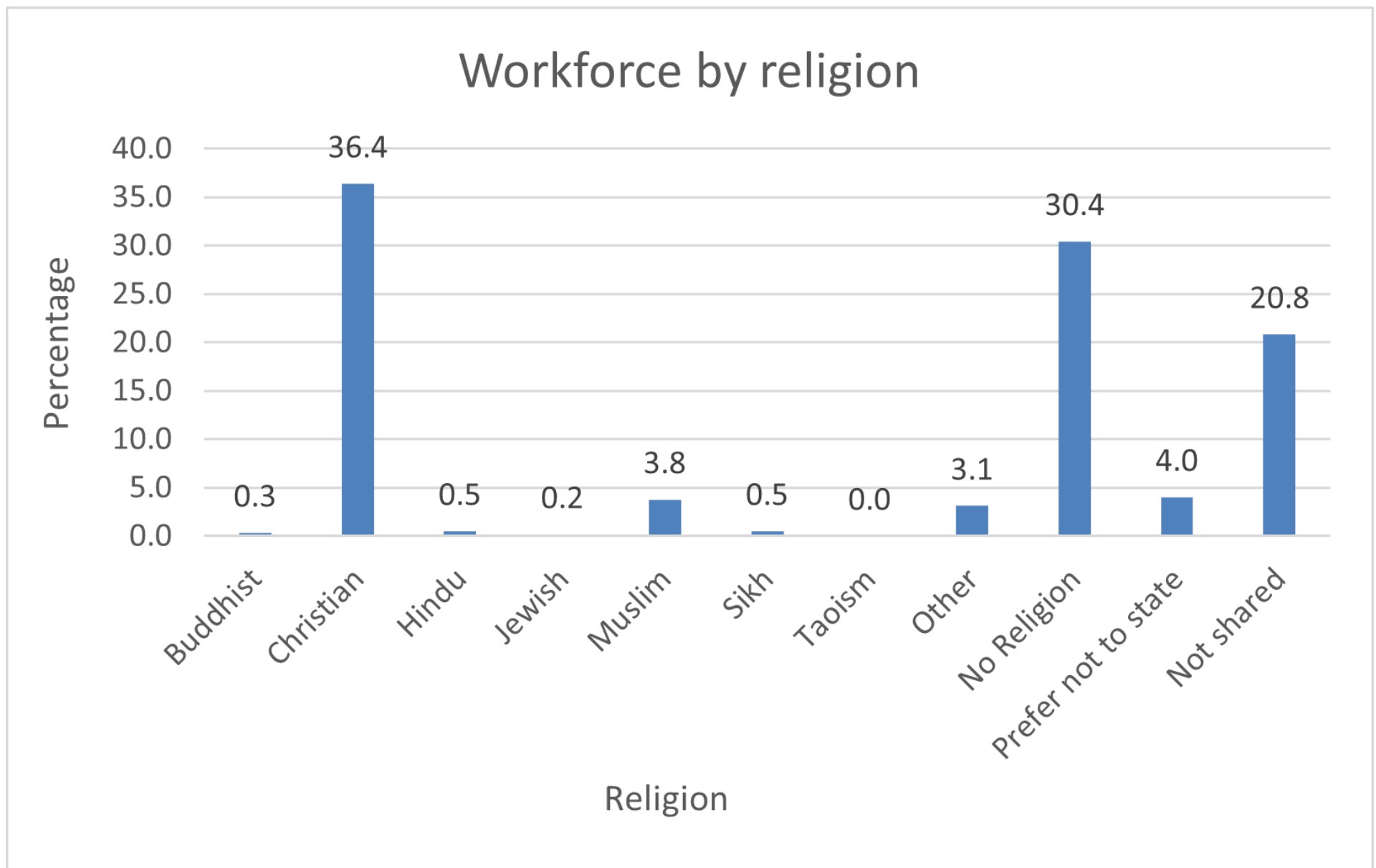
ENGAGE & RETAIN



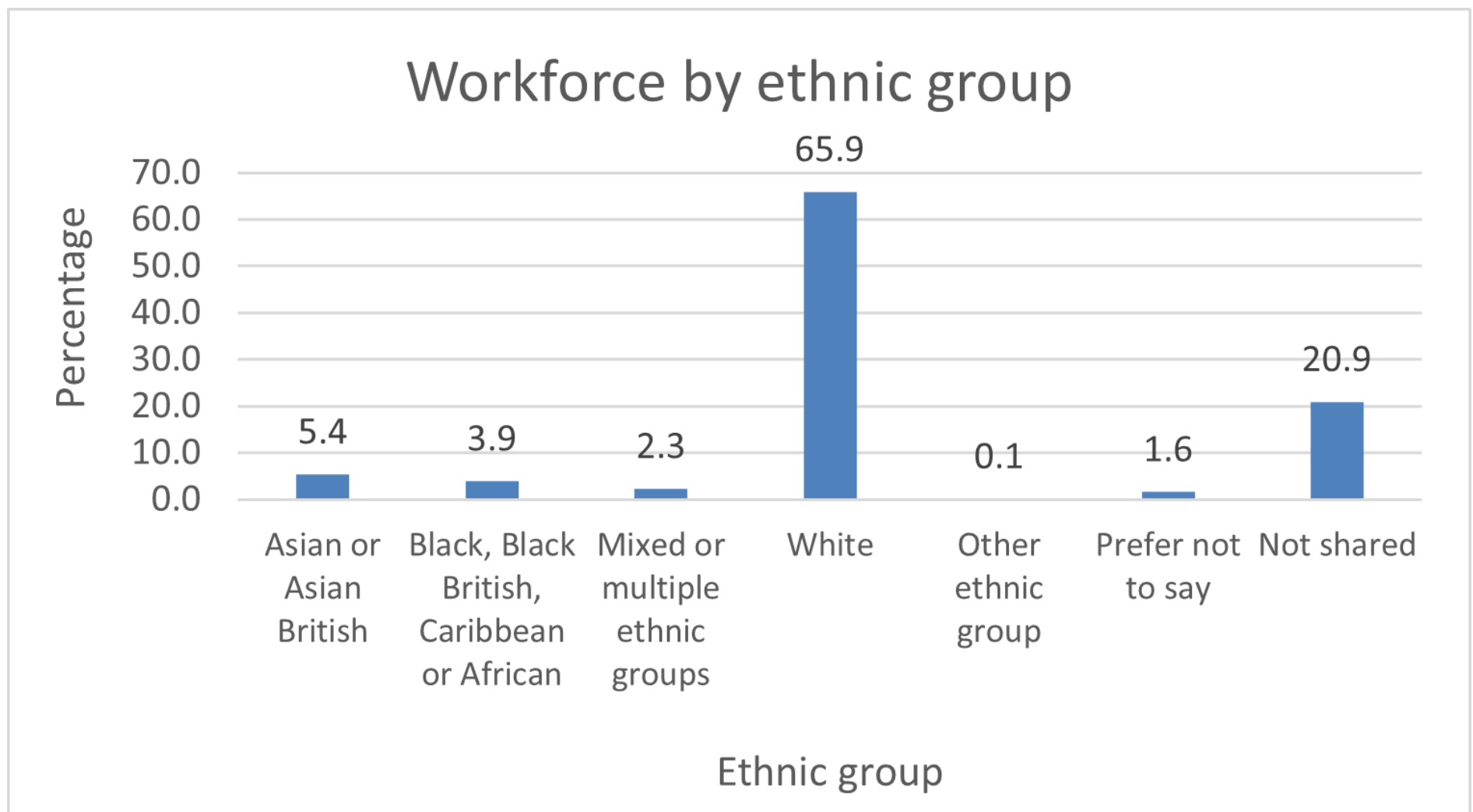
Workforce demographics



ENGAGE & RETAIN



ENGAGE & RETAIN



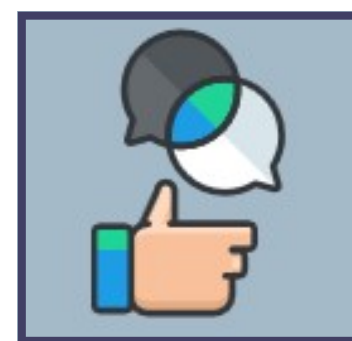
Workforce demographics

The information provided is published on the Council’s website each March. We regularly encourage colleagues to share their sensitive data with us, however like other local authorities, we have gaps in information to varying levels for the different protected characteristic. This year we undertook a review of the data categories, the response options and the terminology used to ensure they remain appropriate and inclusive. During this exercise we collaborated with staff in our staff networks (LGBTQ+, BAME, Carers and Disability). Once the changes had been made in our HR system, joint communications went out from our Chief Executive, Equalities lead and union colleagues detailing the importance of having this data.

In terms of gender split, 75% of our workforce is female and 25% is male and we have an aging workforce—73% of colleagues are aged 40 or over. In terms of disability at least 5% of colleagues identify as having a disability, however as a large number haven’t shared this information the true figure is likely to be higher. At least 11.6% of colleagues are from an ethnically diverse community—however again as we many staff have yet to share this information the true figure will be higher. We know that Christianity is the most predominant religion across our workforce, and this is closely followed by those who don’t have a religion. In terms of sexual orientation we know that at least 4% identify as gay, lesbian, ACE or bi, however due to reporting levels the figure is likely to be higher.

We have undertaken analysis to compare our workforce with the Trafford census figures from 2021 and then we will be considering how we can improve areas of under representation.

ENGAGE & RETAIN



Health and Wellbeing

Review of our offer – A recent review has taken place to refresh Trafford’s wellbeing approach in order to further develop Trafford’s culture around wellbeing. A plan has been developed with the aim of ensuring resources are accessible, up to date and consistently communicated. Immediate work is underway in order to:

- Refresh the intranet content and all relevant messaging relating to colleague wellbeing.
- Spotlight wellbeing through the development of specific wellbeing activities and articles in 2024 – EAP webinar, Andy’s Man Club and Able Futures.
- Launch of Suicide Prevention Toolkit and new intranet page focused on suicide resources and signposts.
- Create a plan for the Mental Health First Aid network to continue adding value in 2024 through the Tea and Talk events.

Gambling Harm Resources – The internet and development of smartphones has made gambling much more accessible - an estimated 1 in 15 people within Greater Manchester are directly, or indirectly harmed by gambling. Gambling can have a big impact and we want to ensure we are able to support any colleagues who are experiencing harm. We have developed information and resources and signpost to support.

Flu Vaccinations – We encourage colleagues to have a flu-vaccination to protect themselves, family and other colleagues. Many staff will be able to access a vaccination via the national programme if they meet the eligibility criteria. Colleagues who work in frontline health and adult social are covered by a locally arranged health clinics. To complement these, we held 3 on-site flu vaccination clinics at the end of October/beginning of November – two at Trafford Town Hall and one at Sale Waterside. The clinics went smoothly and 215 vaccinations were delivered.

Policy, reward and benefits

Pay awards – Further to several months of national pay negotiations, we have very recently had the good news that the pay award for the majority of colleagues has been agreed. Colleagues on NJC, JNC Chief Officers and Chief Executive terms and conditions received the uplift in November with back pay due in December. Colleagues on teachers’ terms and conditions will receive uplift and back pay in December.

Schools Model Pay Policy – Further to the teachers pay award being confirmed and the School Teachers’ Pay and Conditions document (STPCD) being finalised we updated the Schools Model Pay Policy and shared it with schools who purchase the HR SLA. They can then adapt it and use in their setting.

New intranet pages on retirement and pensions – We have improved the resources we have available for staff around pension options and planning for retirement. Although we have had information available we decided that we wanted to enhance it and also simplify the content so that it is easier for colleagues to navigate to the information that they need. We bought in a Shared Cost AVC scheme as a new employee benefit earlier this year and our provider have been holding general sessions on planning for retirement as well as sessions specifically around the benefit.

Guidance on observing religious holidays – We recognised that it would be helpful to provide written guidance detailing the expectations of our managers in supporting employees from different religions who wish to take leave to celebrate festivals. This is in place and has been communicated.

ENGAGE & RETAIN



Engagement

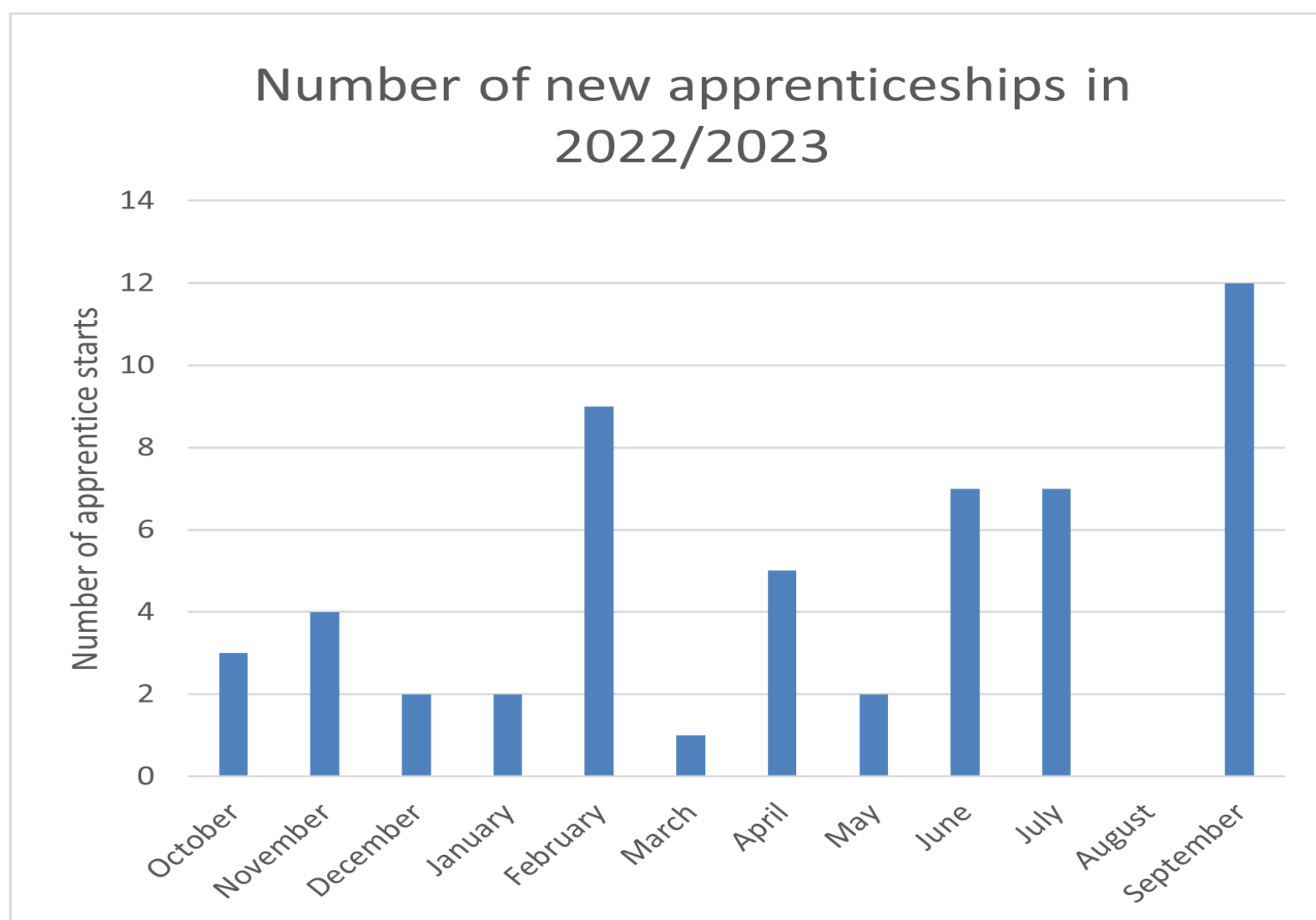
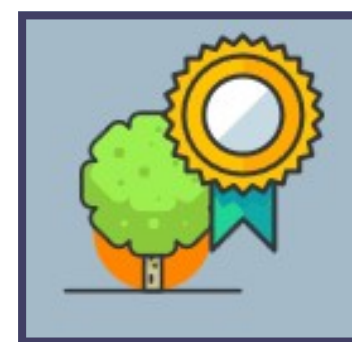
Leadership Summit and Colleague Let's Talk – We delivered our Leadership Summit on 5 October which was attended by 106 leaders. The agenda included an update from the LGA on the national context for local authorities, an update from the Leader on our Corporate Plan, and a session from colleagues in Public Health and Leisure on how we are encouraging residents and staff to move more every day. There was also a focus on how leaders can be at their best by maintaining a positive state personally and within their teams. Feedback from the event was very positive, including regarding the range of speakers, the chance to network with colleagues, and to get out for a walk! The key take-aways for leaders included to focus on their personal wellbeing and that of their teams, the notion that with their team members 'every contact leaves a trace', and the importance of having a clear strategic vision linked to corporate priorities. Useful feedback was also gleaned regarding topics for future leadership sessions.

A follow up e-mail with slides and resources has been sent to all leaders to encourage conversations in their teams.

We also delivered two All Colleague Let's Talk events on 16 and 19 October at Trafford Town Hall which were well attended. The sessions from the Leader, Public Health/Leisure from the Leadership Summit were included, along with a session focusing on our new Hybrid Working Framework.

Time to Shine – At the end of August and early September we began planning and preparing for our 2023/2024 Time to Shine celebration event. We have confirmed The Point at Lancashire County Cricket Club as our venue on the 18 January 2024. The theme of the event is 'celebrating 50 years of Trafford Council' in line with the Council's milestone anniversary next year. We have updated our intranet pages and in collaboration with our communications team the invites have been designed, along with posters and slide deck in line with this theme. Nominations for the award categories opened on the 30 October and closed on 24 November. Judging panels are arranged for the following week. Colleagues who have achieved 25 years' service will also be invited and celebrated at the event.

GROW & NURTURE



Apprenticeship Scheme

Internal Apprenticeships – There were 7 new enrolments in July and a further 12 new enrolments in September on apprenticeship qualifications—these included Youth Worker level 6, Senior People Leader level 7 and a Chartered Quantity Surveyor degree level 6. An additional 10 new enrolments in October including two new EPIC apprentices. The other enrolments were in adult services, HR and schools. A report for CLT was completed which outlines a number of recommendations on how we will increase apprenticeship take up and levy spend.

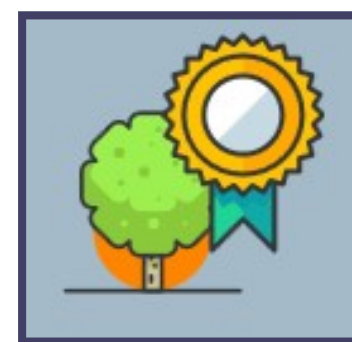
Learning and Development Activity

Calendar Course offer – we continue to offer a range of learning and development events for colleagues to attend through our learning and development calendar. Popular courses over recent months have included Values Based Recruitment Training and EPIC Check-In Training. Our EPIC Manager Programme still runs periodically, with a new cohort starting at the end of the summer.

E Learning Developments – To help increase completion of our mandatory e-learning courses, we have begun moving managers over to ‘appraiser’ roles in the eLearning system and provided training to these managers. we are currently reviewing mandatory courses at the moment ready to move over to the new system.

E-learning System – We have started the procurement process for a new eLearning system and we can confirm that we are staying with our current provider, Melearning and moving over to their new product FORM. We are scoping out an Application Programming Interface (API), which will allow us to pull colleague data from our current HR system into Melearning, which significantly reduce the time to manually maintain the data within Melearning.

GROW & NURTURE



Learning and Development Activity continued

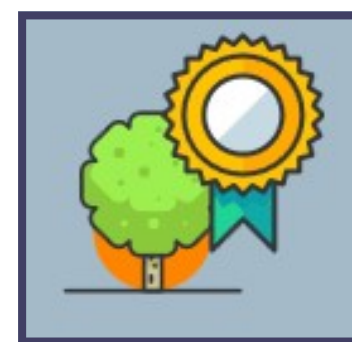
New E Learning Development – We have designed and developed three new eLearning courses, ‘Budgets for Managers’ ‘How to Manage Your Budget’ and ‘End of Year Finances for Budget Holders’. These are currently with colleagues in finance to review with the aim of launching the ‘End of Year Finances’ module in December/January to prepare budget holders for year end.

Transgender Awareness and Menopause – In October we celebrated World Menopause Day with a promotion of our resources for colleagues and managers and different events available in greater Manchester. We ran a pilot session with Manchester LGBTQ Foundation and their Transgender awareness course. It was well received by colleagues with lived experience of trans issues and other representatives from our LGBTQ staff group and E, D and I Working group. We will finalise our approach upon review of the our Transgender Guidance.

Leading through Change course – We have now completed the first sets of cohorts in this programme for leaders and managers in Adult Social Care / Public Health. A report was sent to the Director of Service in September and subsequently we are looking as an OD team in supporting next steps including plans for supporting a senior leadership away day in late November and consideration to a further set of cohorts for the programme. Consideration will be given to the full LGA Peer Review report on any specific messages around the programme that may be required.

Elected Members – Over recent months our members have accessed a variety of learning resources, including one of our executive members being mentored through the LGA. We’ve held Chairing Skills for all our committee chairs and our Planning and Licencing teams have delivered in-house session for members. The Member Development Steering Group have reviewed their Terms of reference, with a refresh of members and a new chair, they continue to monitor their training delivery plan.

GROW & NURTURE



Health and Safety

Your Safety, Your Wellbeing Initiative – the internal safety and wellbeing initiative to refocus and engage with services on the fundamentals of safety and wellbeing continues to be promoted since it's launch at the beginning of 2023. As well as the dedicated intranet resource pages, the campaign was promoted at Operational Services for Education Seminars and staff and leader 'Let's Talk' sessions including focus on computer workstation health and wellbeing. A programme of service self-assessments and subsequent health and safety auditing continues.

Managing volatile incidents in our buildings – work has progressed to improve the safety and wellbeing of staff in our buildings from volatile and aggressive behaviour displayed by visitors and service users. This has included improved procedural processes for support from our security teams and physical improvements underway with our door pass access systems, car park barriers and CCTV arrangements. The working group originally including Health and Safety Unit, Estates Team, Emergency Planning and FM providers is now a refreshed 'Trafford Internal Security Review Group'. It now incorporates wider representation from relevant services, to improve workforce consultation and support proactive management of service users.

Libraries Audit – during April-September 2023, North Area Libraries were audited on a range of health and safety management issues. The libraries firstly completed a self-assessment questionnaire to provide base level information. Site audits were then completed at each location with the area managers. A comprehensive overall audit report was provided which gave:

- ◆ An overarching summary of performance across the north library service as a whole.
- ◆ A supportive action plan to implement improved health and safety arrangements.

Accidents and incidents – During the six-month period of this report, we have seen an increase in incidents reported compared to the same period in the previous year. **A total of 80 incidents were reported in 2023 compared to 68 incidents in 2022.**

Physical assault (**including a wide range of physical incidents due to aggressive behaviour**) **accounted for 44 incidents compared to 35 in 2022.** Most of these incidents related to children with challenging behaviour. Schools reported an increase of **11 incidents (35 compared to 24 in 2022)**. Trafford Transport Provision (TTCU) reported 7 incidents, as reported the previous year. HSU continue to work closely with schools and TTCU on managing and reporting such incidents.

School SLA – The school Health and Safety SLA year 2022-23 closed in August with 80 schools having received competent support. Currently, 80 schools have purchased the Health and Safety SLA for 2023-24, including our community schools.

EMBED & SUSTAIN



Carer Confident Accreditation – We have undertaken a lot of work over the last few years to improve awareness of and the support that we offer to staff who are carers. In acknowledgement of this we submitted an application for the Employer for Carers Carer Confident Accreditation Level 2, providing supporting evidence across several themes including stories from colleagues who are carers. We successfully achieved accreditation with a really good score. We will take the learning from the feedback report and share it with those in our Carer's Network to consider how we can enhance our support. We are promoting our approaching to colleagues who are carers and the accreditation on our Greaterjobs pages.

Hybrid Working Framework – Taking on board the feedback from colleagues at Lets Talk sessions, we have developed a Hybrid Working Framework including some core principles and tools. To give further clarity around expectations and empower managers to design and discuss hybrid working within teams to ensure that the right balance is struck to meet the needs of colleagues, partners and crucially our residents.

These resources are now live on the intranet. We also have held two drop-in sessions for managers and have presented the framework to colleagues at our October Let's Talk events. Comms signposting managers and all colleagues to the framework have also been shared.

M365 Development – Changing Social have delivered sessions aimed at upskilling CLT members, elected members, and our digital champion community, so that engagement and learning can continue in their absence as their contract to support with this project has now ended. The final training cycle regarding the migration of files from the R Drive to SharePoint has been completed by ICT. They are now in the process of arranging 1-1 sessions with individuals in teams who have not engaged to date to ensure that all teams have considered their migration of files. ICT are in the process of migrating their own files as a test case, and other services will follow once this has been achieved and any issues resolved.

EPIC Values – Our EPIC values have been in place for several years now and these are widely known by colleagues across the organisation. However, to ensure the values are meaningful and fully embedded in our culture at Trafford, a plan is being developed so we have a renewed and re-energised focus.

This focus will include:

- Ensuring the values underpin all engagement activities at Trafford, including Let's Talk and EPIC You wellbeing.
- Let's Talk agenda being clearly focused around EPIC values.
- A joined up approach to all our colleague groups and networks, in particular greater visibility of EPIC Pioneers.
- Ensuring regular internal comms demonstrate links to EPIC values and bringing to life what they mean to colleagues

Review of Schools Joint Negotiating Committee – Further to the changing schools landscape over recent years, it was decided that a full review of how this committee operates should take place, including membership and terms of reference. Over several months, working in liaison with Legal and Democratic services and the membership of the committee we agreed a slightly revised membership and updated terms of reference. The committee was re-established as the Schools' Joint Negotiating and Consultation Committee in October.

EMBED & SUSTAIN



Service improvements

HR Operations Improvement Work: Document templates and Training Modules – A suite of letters, forms, document templates have been drafted for four key areas for HR operations, Dignity at Work, Attendance Management, Grievance and Disciplinary. The templates have been produced to enable managers to provide consistency and efficiency in casework administration. The next document improvements will include Capability, Flexible Working, Service Redesign and Pensions.

To support the implementation of the improvement document and the ongoing upskilling of managers a suite of E-learning modules and face to face training sessions on the key HR processes are being drafted with a view to rolling out to managers during 2024.

CRM move to 365 – The CRM system which is used to log questions/queries to GMSS will become 'unsupported' from May 24. After this date queries will be raised via Dynamic 365, part of the Microsoft packages. The 'as is' processes and the HR and Payroll user stories have been signed off. The migration to D365 will take place during Feb 24 and RedCortex, who have been engaged to support the migration process, are currently developing the system in 'sprints' with the aim of commencing the first round of user testing in December 23.

Improvements to sensitive data descriptors in iTrent – In the self-service area of our HR and Payroll system iTrent, staff can provide personal data. This includes their title (Mrs, Mrs, Miss, Doctor etc.), however the options didn't include a gender neutral option for those who identify as non-binary or whose gender identity changes. The option of 'Mx' has now been added and colleagues now have the ability to update their title in iTrent.

Right to Work Training Session – The team attended Right to Work Training in August 2023. Following this we have identified a number of process improvements. We have formed an action plan to implement these actions to ensure we enhance and improve the process for managers and candidates whilst keeping us legally compliant. We are currently implementing this action plan.

Automation of Business Case sign-off for resourcing – The process has been developed using Microsoft Power Platform. After the development and testing phase we commenced a pilot stage in October so some business cases are being considered using this software and over time we will move to full implementation. This will bring benefits around reduced officer time in processing them, quicker sign-off and reduced errors.

Recruitment direct inputting of new starters – The recruitment team are now fully inputting all new starter information into the payroll system (iTrent) for new starters. This is working well and resulting in less errors and delays obtaining the information required. The process will continue to be reviewed going forward. In July we input 28 external new starters, in August we input 36 new starters and in September 33 new starters. This does not include internal transfers.

GM Collaboration retender of the GreaterJobs website and Engage recruitment system – Work is ongoing in preparation for the new Website and Applicant Tracking System. The resourcing lead has been involved in the procurement process. This is detailed and has taken several months to complete over 2 stages. The bids have been evaluated and supplier presentations have been attended. A final moderation meeting will be held at Wigan Town Hall on Thursday 16th November. The contract will be awarded on 4 January 2024, with a view to going live at the start of June 2024.

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 4 December 2023
Report for: Decision
Report of: Director of Human Resources
Report Title

Confirmation of market supplement in Greater Manchester Shared Services (GMSS)

Summary

This paper sets out the rationale for a market supplement in GMSS, and which has been approved by the GMSS Joint Management Board via separate governance arrangements.

Recommendation(s)

It is recommended the Employment Committee:

- Note the approval of a market supplement for an Operations Manager post in Greater Manchester Shared Services until 31st December 2025 in line with Trafford Council policy arrangements.

Contact person for access to background papers and further information:

Name: Sue Williams, Head of Greater Manchester Shared Services

Extension:

Background Papers: None

Implications:

Relationship to Corporate Priorities	<i>Not applicable</i>
Relationship to GM Policy or Strategy Framework	<i>Not applicable</i> <i>The decision to pay a market factor supplement is a local decision.</i>
Financial	<i>There is an additional financial cost arising from the payment of a market factor supplement, which will be funded from the GMSS underspend on a cost neutral basis.</i>
Legal Implications	<i>Not applicable</i>
Equality/Diversity Implications	<i>There are potential gender equality issues given the gender of the current post holders.</i>
Sustainability Implications	<i>Not applicable</i>
Carbon Reduction	<i>Not applicable</i>
Staffing/E-Government/Asset Management Implications	<i>The intention of the Market Factor Supplement is to lessen recruitment and retention challenges</i>
Risk Management Implications	<i>There is a risk that if our current post holder leaves as a result of perceived unfairness in pay then a higher market supplement will be required to attract a less competent replacement.</i>
Health and Safety Implications	<i>No applicable</i>

1.0 Background

- 1.1 The GMSS Operations Manager post is a Band 12 role. The current post holder is employed by Trafford Council and deployed into Greater Manchester Shared Services as part of our partnership arrangement with Greater Manchester Police. They have been in receipt of a payment for additional duties since 01/03/22, linked to leading the service whilst recruiting to key senior vacancies.
- 1.2 The Payroll and Pension manager post had been vacant for 15 months when it was eventually filled in June 2023. The post was advertised on multiple occasions and the service engaged with 5 specialist agencies. In total the service reviewed 33 applications and conducted 14 pre-panel telephone interviews. Two formal interview panels were convened, and two offers were made, but both candidates subsequently withdrew their applications. Feedback from the specialist agencies and from potential candidates during this period confirmed that the market was particularly buoyant and that the pay for the role was below average for a role with this level of responsibility. Ultimately GMSS had to pay a market supplement in the region of £10k to attract the right candidate. This was approved by the GMSS Joint management Board and ratified through GMP governance, because the post in question is hosted by GMP.
- 1.3 The new appointment created two issues for GMSS. Firstly, it highlighted that the Operations Manager post within GMSS may also be under-paid when compared to similar roles in the market and when compared to other roles within Trafford and GMP. It became clear that if we were to lose the current post holder and re-advertise the post, we may also need to pay a market supplement to attract a comparable candidate. Secondly, it created a situation

where a male post-holder in a lower graded post would be paid more than a female post-holder in a higher graded band 12 post, by virtue of a market factor supplement being in place. The female post holder has been doing some aspects of the payroll and pensions manager post for over 12 months (in addition to their core duties) and continues to work alongside as a peer in the senior leadership team.

1.4 The female post holder (having undertaken the role for 15 months in the absence of a payroll and pension manager) will also provide invaluable resilience in this area if for example the payroll and pensions manager is on leave, off sick or if the placement is ultimately unsuccessful. This issue was highlighted to senior management in Trafford Council and Greater Manchester Police earlier in the year, and both partners supported the proposal that both the Payroll and Pension manager and Operations Manager should be treated equally. The benefits included:

- Retention of knowledge and skills, particularly when a market supplement would be needed to attract a replacement.
- Avoidance of an equal pay claim at the top of the GMSS structure

1.5 The difference between Band 12 (£55,791) and a spot salary of £60k is £4,2096.00 plus on-costs, which can be funded from within the GMSS core budget as part of a vacancy factor/general under-spend.

2.0 Market Pay Data

2.1 Greater Manchester Shared Services is a unique collaboration, serving 21,000 employees across the Council, Police, schools, and external customers. There is no directly comparable role in the area. Colleagues in HR have used their network to identify broadly comparable Council-based posts in Wigan, Stockport, and Rochdale, where salary exceeds £60,000.

3.0 Financial Considerations

3.1 The total cost of the market supplement for one employee is approximately £4,2096.00 per annum plus on-costs. This will reduce over time as the employee's base salary increases. The cost will be funded from within the GMSS core budget.

4.0 Recommendation

It is recommended that Employment Committee:

Note the payment of a market supplement to the GMSS Operations Manager from 01/06/23 to 30/05/26, or until a decision is made to review the equivalent GMP post, or a wider service review is undertaken.

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