

TRAFFORD COUNCIL

Report to: Accounts and Audit Committee
Date: 28th June 2016
Report for: Information and Discussion
Report of: Lisa Hooley, Director of HR

Report Title

Strategic Risk 5: Loss / absence and retention of senior managers to the organisation.

Summary

To update the Accounts and Audit Committee on initiatives and plans in place to mitigate the risk of loss and absence of senior management expertise and capacity to the Council.

Recommendation

That the Accounts and Audit Committee notes the content of the report.

Contact person for access to background papers and further information:

Name: Lisa Hooley, Director of HR
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Background Papers: None

1. Background

- 1.1 As an organisation, Trafford Council has faced some tremendous challenges over the last few years as we have reshaped the organisation to meet the challenging financial landscape.
- 1.2 We have significantly transformed over this time. Most services have been restructured, processes have been redesigned to reduce waste and we have reviewed and reduced spending on all our contracts and revised our staff terms and conditions. We have introduced smarter technology, more online services and paperless and agile working. We have also increased the services we trade to others.
- 1.3 As a result of this amount of change, we have seen the level of movement at a senior management tier rise, which in turn has the potential to increase the risk of

losing senior management expertise across the Council. This has been recognised as a strategic risk, recorded and a series of initiatives put in place to address this.

- 1.4 There are a range of factors that affect the potential for the loss and absence of senior management within the organisation; for example, a number of senior managers have left the Council due to retirement and for career development opportunities.
- 1.5 This report provides details of a range of initiatives that are in progress and further work planned to mitigate the risks identified.

2. Addressing the Strategic Risk

- 2.1 A number of controls have been put in place as detailed below that both support the Council to address the risk and our senior managers in undertaking their leadership roles.

Executive Search Framework

- 2.2 An executive search framework is in place to secure experienced and available candidates from a range of professional disciplines for both permanent and short-term assignments. The latter provides support for particular pieces of critical and time-limited work or to provide additional leadership and specialist capacity.

Leadership and Management Development

- 2.3 A range of leadership development sessions have supported staff to develop leadership and management skills and knowledge, with a focus on emotional intelligence skills to support them to manage resilience levels and lead their teams through change.
- 2.4 In addition a number of middle managers have attended the North West Employers Emerging Leaders programme, which is an accelerated learning opportunity over an eight-month period for talented Middle Managers who have the potential to be the senior leaders of the future.
- 2.5 Managers can also access a Coaching Network and work with experienced coaches to aid their continuous development and strengthen skill areas, supporting employee motivation and intrinsic satisfaction levels.
- 2.6 A formal succession planning approach is also currently being developed to identify senior and business critical posts and their successors at a senior management level.

Reshaping Trafford: Supporting Change to Happen

- 2.7 The Supporting Change to Happen Strategy is in place, which underpins the Reshaping Trafford Council programme so that as the Council reshapes, managers

have the necessary skills to lead their teams through change and work in very different ways.

- 2.8 Underpinning this strategy is the Mobilising for Change development programme, which offers a range of learning initiatives to upskill and support our senior managers and the wider workforce.
- 2.9 Sessions delivered to-date within Phases one and two include Coaching for Improved Performance, Strategic Influencing and Managing the Stretch and Strain of Change, amongst others. Phase three is now underway and this includes sessions on How to Constructively Challenge, Strength-Based Conversations: Empowering Others and Being Resourceful and Resilient.
- 2.10 In addition, a Confident Manager programme is available for those individuals who aspire to move into management roles.

Engagement Strategy: One Trafford Culture

- 2.11 Further to feedback from staff through recent surveys and engagement at Trafford Leaders' and Working Together for Trafford events, we have recognised the need to engage with our workforce in different ways so they feel motivated, enthused and fully involved in the reshaping of the organisation.
- 2.12 Therefore, an engagement strategy has been developed and recently agreed that helps to reinforce our one team ethos of working together.
- 2.13 The strategy also recognises the achievements of our workforce and celebrates all of the good work that is done across the Council, which aids the motivation of our employees through initiatives such as the Celebrating Success scheme and the annual Employee Recognition Awards.

Health and Well-Being Strategy

- 2.14 We have developed a strategy that brings together a range of well-being interventions, including our occupational health offer, which provides access to confidential counselling and physiotherapy, in recognition of the importance of supporting and promoting the health and well-being of our workforce to improve and maintain healthy lifestyles.
- 2.15 An action plan with a range of future wellbeing interventions is being developed aligned to four key themes: Healthy Lifestyle, Mental Well-being, Safe and Healthy Workplace and Workforce Consultation and Engagement.

3. Conclusion and Recommendation

- 3.1 The strategic risk register is updated quarterly on initiatives in place to support the mitigation of risk; the risk is kept under constant review and new initiatives are continuously developed and put in place to maintain and mitigate risk levels.

3.2 The Accounts and Audit Committee is recommended to note the contents of the report.