

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 6th February 2023
Report for: Information
Report of: Chief Executive

Report Title

Confirmation of arrangements for Place Based Leadership in Trafford and the re-establishment of the Director of Human Resources role.

Summary

Following the formalisation of the holding position of the Trafford Locality leadership arrangements at the Trafford Locality Board in December 2022, this report confirms the Chief Executive in the Place Lead and the associated supporting structural arrangements.

This report informs the Employment Committee of a decision to re-establish the role of Director of Human Resources.

Recommendations

That Employment Committee: -

1. Notes the confirmation of the Chief Executive in the Place Lead role at Trafford Locality Board in December 2022 and formalisation of the Deputy Chief Executive role.
2. Notes the Strategy and Resources functional portfolio as outlined in the structure chart attached at Appendix 1.
3. Notes the decision to re-establish the Director of Human Resources post on the council Director scale SM3, £92,007 attached at Appendix 2, note the role profile for the post and the intention to recruit to the post on a permanent basis.

Relationship Corporate Priorities	The proposed changes will strengthen the Corporate Leadership team and Strategy and Resources directorate and enable us to fully support delivery of services and achievement of Corporate Priorities.
Relationship to GM Policy or Strategy Framework	The roles will support alignment of Trafford priorities with GM policies and strategy framework.
Financial	This proposal is fully funded.

Legal Implications:	Under the constitution there is a requirement for a nominated individual to undertake Head of Paid Service responsibilities in the absence of the Chief Executive and this is addressed in the report through the confirmation of the Deputy Chief Executive post.
Equality/Diversity Implications	We continuously strive to be an inclusive Employer and are committed to creating an environment that values and respects the diversity and richness that differences bring and both posts are pivotal to leading our ambitions and enable access to quality learning, training and jobs for all residents.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	Impacts on Corporate Director portfolio and changes to reporting lines.
Risk Management Implications	The appointment of a permanent Director of Human Resources role will ensure all employment related risk is managed and mitigated effectively.
Carbon Reduction	We aim to reduce our carbon footprint and costs through investing and championing our digital capabilities to reform how we deliver core services.
Health and Safety Implications	Responsibility for health, safety and wellbeing sits with the Director of Human Resources and in the Strategy and Resources directorate portfolio and is of paramount importance both from a people safety and well-being and compliance perspective.

1. Background

- 1.1 In June 2021, the Chief Executive used her constitutional right to appoint a Deputy Chief Executive from within the Corporate Leadership Team to act as the Head of Paid Service in a period of planned absence and the Corporate Director of Strategy and Resources was appointed into this role.
- 1.2 Backfill arrangements were put in place to support the Corporate Director of Strategy and Resources to take on the additional responsibilities of the Deputy Chief Executive including the re-establishment of the Director of Human Resources post on an interim basis.
- 1.3 In May 2022, following the establishment of Integrated Care Systems in each locality under the provisions of the Health and Care Bill 2021, reports to Employment Committee and Council outlined the intention for the Chief Executive to assume the Trafford Place Lead for Health and Care ("Place Lead"), to drive the local integration of health and social care.
- 1.4 These reports also clarified the intention for the continuation of the Deputy Chief Executive role, to provide additional senior level support as a consequence of the Chief Executive taking on the additional responsibilities of the Place Lead.

1.5 The Place Lead arrangements were put in place as a 'holding position' while the governance arrangements for integrating health and care continued to evolve and be clarified and proposed that they be reconsidered at the Trafford Locality Board in December 2022.

1.6 This report confirms:

- that the Place Lead arrangements were considered and formalised at the Trafford Locality Board in December 2022;
- outlines further related changes to the Strategy and Resources directorate portfolio; and
- the decision to re-establish the Director of Human Resources post with the intention of appointing permanently to post in order to provide sufficient leadership capacity to deliver our corporate priorities and ambitions.

2.0 Strategy and Resources directorate

2.1 The Strategy and Resources directorate is a diverse directorate that provides a range of professional services internally and externally direct to residents, its functions are captured in the high-level structure chart attached in Appendix 1.

2.2 The Deputy Chief Executive has a span of control for six services and changes are now required to support her and put in place a more robust set of arrangements on a permanent basis.

Human Resources portfolio

2.3 The Council's Director of Human Resources post has been vacant since July 2018, when the prevailing post holder was promoted internally to a Corporate Director role and the responsibilities of the former role were absorbed into new corporate leadership arrangements put into place at that time.

2.4 In the former portfolio in 2018 were the following services – Human Resources, Communications and Marketing, GMSS, Operational Services for Education, Bereavement Services, Music Service and Leadership Support.

2.5 In June 2021, the Council's Head of Workforce and Core Strategy assumed the responsibilities of the former Director of Human Resources role except for the Communications and Marketing service and retained their substantive role responsibilities, as the Corporate Director of Strategy and Resources assumed the Deputy Chief Executive role.

2.6 These interim arrangements are still in place, and in accordance with constitutional delegations, prior approval of the Chief Executive and in consultation with the Executive, the Corporate Director of Strategy and Resources has determined that the Director of Human Resources post should be re-established and seek to appoint to the role on a permanent basis to

ensure that the Council has the capacity and oversight needed to address business critical workforce related issues now and in the future.

- 2.7 These include a challenging programme of modernisation and reform across the council and adoption of new technologies that will change the way services are delivered, putting people at the heart of these plans and attracting and developing the skills we need to support us to achieve our corporate ambitions to reduce health inequalities, support people out of poverty and address our climate challenges.
- 2.8 The salary level for the Director of Human Resources post shall be grade SM3 A which is consistent with Director roles in the authority. It should be noted that the establishment of the post on a permanent basis will be achieved on a cost neutral basis within the financial envelope for the Strategy and Resources Directorate.
- 2.9 The proposed Director of Human Resources role profile is attached at Appendix 2 and recruitment to the role will be in accordance with the requirements as detailed in the council's constitution.

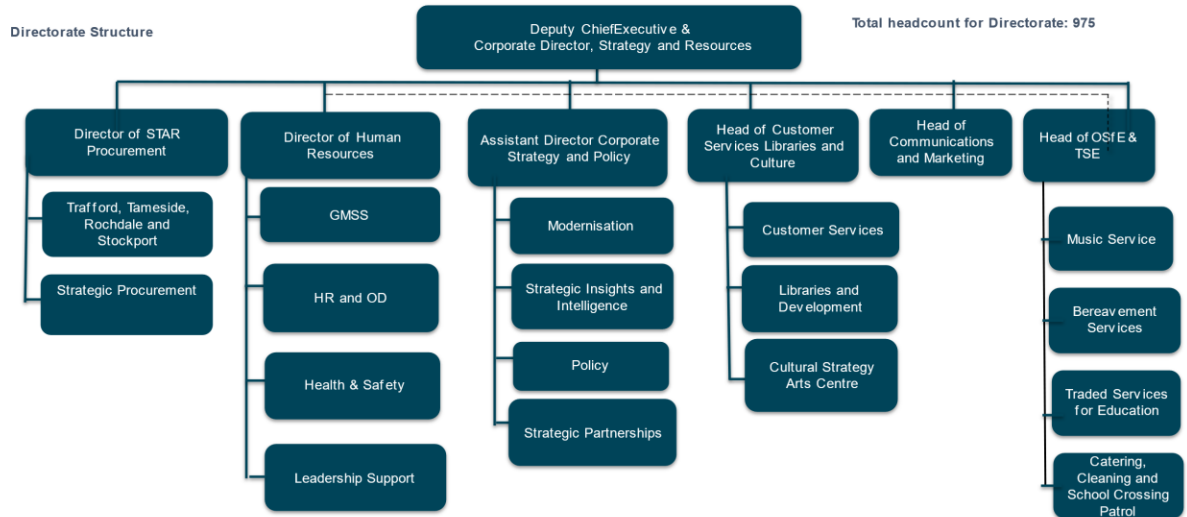
3.0 Budget

- 3.1 The Director of Finance and Systems has confirmed that budget for the Director of Human Resources post of £122,700 will be financed from the Strategy & Resources directorate budget.

4.0 Recommendations

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Appendix 1

Appendix 2

Director of Human Resources

Role Profile

Service:	Strategy and Resources
Band:	SM3A
Reporting to:	Deputy Chief Executive and Corporate Director Strategy & Resources
Responsible for:	HR and OD, GMSS, Health & Safety, Leadership Support



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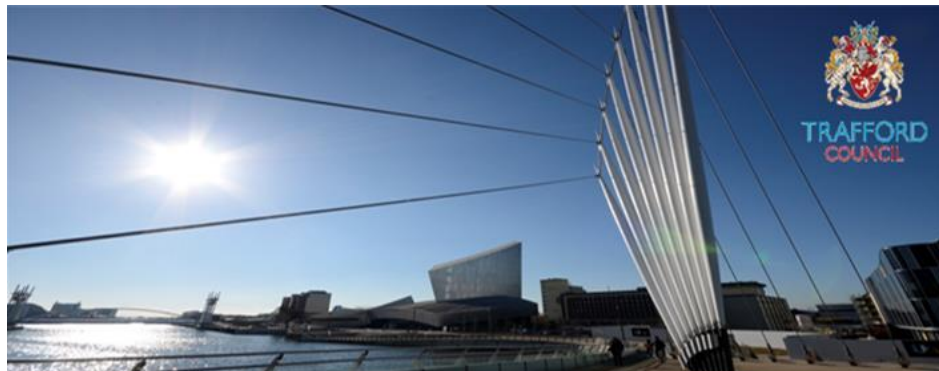
About Us

Trafford is a great place to live, work, learn and visit. **From its leafy suburbs, to its more urban areas, the borough takes pride in its strong, diverse communities, its cultural and sporting heritage and its position at the heart of the region's economic powerhouse.**

Trafford Council and its partners in the public, private and third sectors have a Vision which sees us working together to close inequality gaps and maximise Trafford's huge potential.

Our vision: Trafford – where all our residents, businesses and communities prosper

At the heart of our vision is a common cause – we want to make Trafford a better borough. We want to make it a place where everyone has a chance to succeed and where everybody has a voice. Through our new vision, we are making a commitment to work together across different services and agencies to make the best use of our resources.



Our Culture

Trafford Council employs around 2300 non-school members of staff and as one of the biggest employers in the borough, we work hard to make Trafford Council an employer of choice. We care what you think and believe you are more than just a job role. We have a great benefits' package and a real focus on your health and wellbeing, as well as, extensive learning, succession and development opportunities.

For us, it's not just about *what* we achieve as an organisation, but *how* we do it. Therefore, all employees are expected to display our **EPIC** values.

At Trafford Council we are EPIC

We EMPOWER – We inspire and trust our people to deliver the best outcomes for our customers, communities and colleagues.

We are PEOPLE CENTRED – We value all people, within and external to the organisation and give those around us respect. We will act with honesty and integrity in all that we do, and create an environment that enables everyone we work with to thrive and succeed.

We are INCLUSIVE – We are committed to creating an environment that values and respects the diversity and richness differences bring.

We COLLABORATE – We build relationships, collaborate; treat people as equal partners and work together to make things happen.

About the Role

This Role Profile outlines the key tasks you will be expected to perform to give you an understanding of a typical day and the key activities that you will be expected to deliver or contribute to the delivery of.

The 'About You' section explores what qualifications, experience, skills and knowledge you will need for the role.

We are a values-based organisation and you will need to reflect our values, as well as the requirements in 'About You' in your application.

Overview

The Director of Human Resources is responsible for the delivery of safe, efficient and customer focussed Human Resources services for the council and for enabling a culture whereby all colleagues feel able to bring their best self to work. It has management responsibilities for the Human Resources function, including Greater Manchester Shared Service with GMP, health and safety, organisational & learning and development, HR strategy and operations and has a dotted line for people management for Operational Services for Education, the Music Service and Bereavement Services. Reporting to the Deputy Chief Executive and Corporate Director Strategy and Resources, it is a key leadership role in the Strategy & Resources directorate management team.

Your Main Priorities

- As a senior leader and advisor to the Corporate Leadership Team, to role model the Council's values and behaviours, and ensure staff have clear objectives and work priorities in line with the Council constitution and financial procedure rules and standing orders, compliance, and best professional practice.
- Provide clear and timely strategic advice, guidance and support to Members and the Corporate Leadership Team and to actively contribute to strategic, corporate, and service policy and decision making
- To act as an ambassador for Trafford Council, promoting and developing the Council's reputation, forming robust strategic alliances, and developing effective working relations with partners, other relevant organisations and stakeholders, Government departments and agencies.
- To play a full part in the management and leadership of the Strategy & Resources Directorate, including the development and delivery of plans, strategies, resources, and service reviews.
- To lead and direct allocated services and staff, ensuring they deliver agreed outcomes on time, within budget and meet the Council's objectives.

- With the Directorate Management Team, ensure that the requirements for the development, monitoring and updating of appropriate Directorate and Service plans are delivered on time and within budget.

Key duties

Service Management

- To provide confident service leadership and a clear sense of direction and purpose that enables the Directorate to contribute to the vision, values, policies, and priorities of Trafford Council
- To lead, inspire and manage allocated staff and ensure teams and individuals deliver customer focused strategies, plans and services.
- Provide regular service updates to the Deputy Chief Executive & Corporate Director on budget, human resources, modernisation and performance in line with agreed timescales and ensure that opportunities for continuous improvement are identified.
- To develop service policies, plans and budgets and implement within the framework of agreed priorities for the Council.
- Through personal example, open commitment and clear action, ensure diversity is positively valued, resulting in equal access and treatment in employment, service delivery and external communication.
- To ensure proper service governance and compliance with the Council's agreed standards, policies, procedures and all relevant regulations and legislation are observed and adhered to.

Specific Service Responsibilities

- To act as principal adviser to the Council on all human resource matters.
- To support the delivery of council corporate objectives by ensuring the development and delivery of a People Strategy that set out our ambitions for effective people management.

- To develop, deliver and embed effective employment strategies to achieve our equality strategy priorities for inclusive leadership and increase opportunities for achieving a diverse workforce within the Council that is representative of our communities.
- To ensure the provision of flexible, customer focussed, efficient and cost-effective services that meet council priorities.
- To establish and maintain effective working relationships and partnerships with key stakeholders on service area related issues.
- To effectively monitor and manage allocated budgets in accordance with the Council's Financial Regulations

About You

Qualifications and Professional Development

- Relevant management and/or professional qualification
- Chartered membership of the CIPD
- Evidence of continued professional, managerial, and personal development.

Experience and Knowledge

- Evidence of promoting diversity and creating equality in service delivery and employment.
- A proven track record of leading, motivating staff teams and of developing a culture that has achieved a high level of performance and continuous service improvement.
- A successful track record of leading and managing change within a large organisation.
- Experience of successfully developing and implementing People strategies, policies and plans
- Strong awareness of the current issues facing local government and the wider public sector.
- Excellent knowledge and understanding of good human resource practice, employment law and the key issues relevant to effective human resource management.
- Extensive experience of working strategically in partnership with a variety of agencies and stakeholders to deliver improved outcomes.
- Evidence of successful resource and financial management and applying rigorous monitoring and control procedures.

Skills and abilities

- Strong leadership skills
- High degree of political sensitivity and awareness.
- Excellent influencing and negotiation skills
- Effective communication and interpersonal skills and the ability to adapt personal style to meet the needs of the audience.
- Ability to analyse complex issues and adopt a creative approach to problem solving and service delivery in challenging circumstances and with competing priorities.
- Ability to explore innovative and creative means of delivering improved service outcomes, through effective resource utilisation, whilst minimising risk and maintaining a focus on delivering business as usual
- A broad understanding of the value and use of digital technologies in improving services, and modernising working processes.
- Working collaboratively with partners to achieve mutually beneficial outcomes.

Special Conditions

Enhanced DBS and vetting required