



**Author/Lead Officer of Report: Mark Bennett,
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Report of: *Eugene Walker, Executive Director Resources*

Report to: *Cllr Olivia Blake – Cabinet Member for Finance and Deputy Leader of the Council*

Date of Decision: *20th March 2019*

Subject: *The TUC’s Great Jobs Agenda*

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
- Expenditure and/or savings over £500,000	<input type="checkbox"/>	
- Affects 2 or more Wards	<input type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? <i>Finance</i>		
Which Scrutiny and Policy Development Committee does this relate to? <i>Overview and Scrutiny Management Committee</i>		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given?		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>		

Purpose of Report:

A resolution was passed at Council in September 2018 to support the TUC's Great Jobs Agenda. This paper provides detail of the Great Jobs Agenda and sets out the actions employers will take for every job to be a great job.

The TUC published the Great Jobs Agenda as part of its Great Jobs for Everyone Campaign. The campaign seeks to engage employers to act to provide better jobs that offer a living wage and good working conditions.

The city has continued to benefit from economic growth but there is an ongoing task to tackle inequality and the lack of social mobility which limits the potential of individuals who find themselves trapped in low skilled, low paid, and insecure employment.

The key principles promoted in the Great Jobs Agenda align with the key ambitions of the Council and the report seeks to identify the measures the Council will take as both an employer and through its place based leadership role with local businesses and communities.

Recommendations:

Endorse the aims of the Great Jobs Agenda and continue to seek to meet the standards to provide better jobs that offer a living wage and good working conditions.

Note the activity that will be undertaken by the Council and the aligned strategies and activity proposed to engage a wider range of employers to provide great jobs.

Note that the officer responsible for all employment issues within the Council, including engagement with the trade unions, is the Director of Human Resources and the officers responsible for the aligned intervention to support City wide employer engagement is the Director of City Growth.

Background Papers:

<https://www.tuc.org.uk/campaigns/charter-make-every-job-great-job>

<http://democracy.sheffield.gov.uk/ieListDocuments.aspx?CId=154&MId=7002&Ver=4>

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>(Insert name of officer consulted)</i>
		Legal: <i>(Insert name of officer consulted)</i>
		Equalities: <i>(Insert name of officer consulted)</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	EMT member who approved submission:	<i>Eugene Walker, Executive Director Resources</i>
3	Cabinet Member consulted:	<i>Cllr Olivia Blake</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Mark Bennett</i>	Job Title: <i>Director of HR and Customer Services</i>
	Date: <i>14th February 2019</i>	

1. PROPOSAL

The TUC, representing 5.5 million working people nationally and 600,000 in Yorkshire and Humberside, has published the Great Jobs Agenda as part of its Great Jobs for Everyone campaign. The campaign seeks to engage employers to act to provide better jobs that offer a living wage and good working conditions.

Sheffield City Council (SCC) has committed to the statement below:

Everyone at work deserves a great job. A great job is one where the worker is paid and treated fairly, it's one where workers get opportunities to progress, to learn and to have a voice on what matters.

To make a great job there are six standards that every worker must:

- Be paid fairly – “fair and decent pay”
- Work in a safe and healthy workplace – “healthy workplaces”
- Be treated decently – “fair treatment and respect”
- Have guaranteed hours – “regular hours”
- Have the opportunity to be represented by unions and a strong independent voice on what matters at work – “voice at work”
- Get the chance to progress at work and get on in life – “learning and progression”

At a Council meeting on the 5 September 2018 it was resolved that Sheffield City Council would support the TUC's Great Jobs Agenda, which sets out the actions employers and the Government must take for every job to be a great job and tell the TUC of this support.

The Motion made clear that the commitment was not just about what the Council will do as an employer, but also what it can do to promote standards to other employers locally.

Current Position for Sheffield City Council as an employer

The Council already has an agreed Workforce and Organisational Development Strategy and our evaluation of the Great Jobs Agenda standards demonstrate that we have already made significant progress against all of these standards, and in some areas already exceeding the standard. There are some additional actions which have been highlighted below which will complement what we are already doing.

Standard 1: A Voice At Work

- Recognise a trade union for collective bargaining on pay and conditions
- Set out how they will consult the whole workforce on important decisions
- Have elected workers on company boards.

The Council operates within a system of collective bargaining with recognised trade unions to effectively negotiate terms and conditions of employment for employees.

The Council has agreed a Consultation and Negotiation Framework which sets out the approach adopted by the Council and the Trade Unions to effectively negotiate terms and conditions of employment for all employees. Membership of one of the recognised trade unions therefore provides employees with an opportunity to actively engage in decisions which may impact upon their employment.

Standard 2: Fair and Decent Pay

- Negotiate pay with a recognised union
- Pay all workers at least the real living wage, not just the government's minimum wage
- Work towards everyone getting a total pension contribution of at least 15 per cent of their wages
- Measure the gap between the top and the bottom pay and commit to reducing it
- Carry out regular pay audits and act to reduce the gap between women's and men's pay.

The National Joint Council for Local Government negotiates the pay, terms and conditions of staff in local authorities at a national level. It agrees an annual uplift to the national pay spine, with individual councils then determining local pay arrangements in accordance with the nationally agreed pay spine. In determining these matters, the Council must take account of the value of a job using the nationally agreed job evaluation scheme. Any local discussion about the local pay structure will be conducted through the above consultation and negotiation framework.

In 2013 the Council adopted the Living Wage Foundation pay rates and in April 2018 the Council increased minimum to the Living Wage Foundation (LWF) pay rate to £8.75 per hour, increasing to £9.00 per hour from April 2019. The Council became an accredited Living Wage employer in November 2018 as a sign of our commitment to the living wage.

The current employer pension contributions are 19% and are determined by the Pensions Service Board for Local Government.

The Council publishes the Annual Pay Policy Statement detailing the pay of its highest and lowest paid staff. This is reviewed annually and considered by full Council. The Council is conscious of the need to ensure that the salary of its highest paid employees is not excessive and is consistent with the needs of the Council to be able to recruit and retain staff.

The Council has complied with the requirement to publish gender pay information and 2017 statistics showed that overall median difference between men's and women's pay is 8.4%, which compares favourably to

other large organisations. We will continue to do work to try and reduce this gap.

Standard 3: Guaranteed Hours

- Avoid using zero-hours and very short-hours contracts
- Give staff who want them contracts with guaranteed hours that reflect their normal working patterns
- Agree a minimum notice period (we recommend one month) for allocating and changing shifts
- Report on the use of zero-hours contracts, short-hours contracts and agency work in annual reports and explain why we are using them.

The Council does not use zero-hours contracts. We closely monitor the use of agency staff but feel that there is more that could be done to challenge high spend on agency and overtime and help some services become less reliant on agency resources to deliver services. Related to this is a need to review our use of temporary and fixed term contracts as some concerns have been raised by the Trade Unions about some long term use of these contracts.

Although we don't use zero hours contacts we intend to lead by example on this issue and will report on how many workers are employed on zero hours or short-hours contracts and agency workers, and say what actions the Council is taking to reduce this.

We expect Managers to give staff reasonable notice of changes to shift patterns or rotas. Specifically where staff work on a rostered basis, work is planned ahead and staff offered overtime for undertaking extra work. Premium payments are also made for working anti-social hours.

Standard 4: Fair Treatment and Respect

- Adopt a zero-tolerance approach to all forms of discrimination, harassment and bullying at work.

The Council is committed to ensuring that all employees are treated with dignity and respect whilst at work. In addition to the group of Contact Advisors who can provide support and guidance to employees, the Dignity at Work policy adopted by the Council defines standards of unacceptable behaviour for staff in relation to their work, and identifies the responsibilities of both managers and individual employees in creating an appropriate working environment. It also provides a framework for action when behaviour falls short of expected standards. This policy supports the Council's commitment to preventing acts of discrimination, exclusion, unfair treatment, bullying and demeaning behaviours.

Standard 5: Safe and Healthy Workplaces

- Have a workplace wellbeing policy
- Set up a joint health and safety committee with representatives of trade unions and the employer.

The Council believes that ensuring the safety, health and wellbeing of employees is essential. The Council recognises that pro-actively managing health, safety and wellbeing can deliver and secure good organisational performance. This is achieved through a corporate health and safety management system including a Health and Safety Committee. As a large employer we are committed to being an exemplar of good practice by ensuring that work does not contribute to poor health.

In addition to the health and safety policy and management system, Sheffield also has a Being Healthy at Work strategy for staff. This is based on offering bespoke interventions creating the right culture, changing behaviours, setting standards in the workplace and giving practical support. There are a number of services which managers and staff can access to seek further information, advice and support to manage their health and wellbeing. This includes occupational health advice and access to counselling and physiotherapy services. Whilst general health promotion and care are important for all staff, more attention is being paid to customising support and advice so it is relevant and accessible to dispersed, frontline workers and key groups of staff. Each service is required to develop a Being Healthy at Work action plan linked to the strategy and these plans are published on the intranet as a clear commitment to the support we will provide for our workforce.

Standard 6: Learning and Progression

- Offer more high quality apprenticeships
- Negotiate with unions to make sure learning and progression opportunities are available to everyone
- Make sure all employees know about their right to request time off for training or study
- Recognise trade union learning reps and give employees time to pursue union-led learning opportunities.

Our aim is to develop an empowered, motivated and effective workforce and all staff are required to complete an annual Performance Development Review (PDR) every year. This enables staff and managers to consider the skills needs and ambitions of employees and support the completion of a personal development plan and access training, development and coaching.

Our Learning and Development plans are discussed with our recognised Trade Unions through our TU engagement framework; this includes the role of Trade Union Learning Representatives. We recognise that the trade unions play a key role in encouraging staff to participate in lifelong learning in and outside of work, develop and maintain their transferable skills and time to undertake learning where this is an identified need. Where issues like basic skills, numeracy and literacy affect staff, rapport with trade union members can breakdown otherwise significant barriers and raise career aspirations.

The Council is required to pay the Apprenticeship Levy and has a clear strategic plan setting out what we want to achieve. Over the last few years this has been an area of strength, having won national awards which recognise the work that we have done to develop a wide and diverse range of apprenticeship opportunities at all apprenticeship levels, whilst continuing to invest in the development of our existing workforce. Our plans are not driven by an ambition to Public Sector Apprenticeship Target set by Government, although we are on track to do so, but our aim is to ensure that the apprenticeship opportunities we offer are high quality, linked to organisational need and linked to a career with the Council.

Working with other employers

In addition to the work we will do as an employer, the Council has a place leadership role and is enabling wider action on demand side interventions to support the city's largest employers to improve the pay and working conditions of their employees.

This includes our Ethical Procurement strategy which is a clear commitment to maximising the Council's ability to use its discretion to apply ethical standards to behaviour throughout its supply chain. We use the money we spend to increase the social value and benefits for local people and businesses. This means that companies the Council contracts with must share our desire to create a city economy that works for all by paying their taxes, respecting workers' rights and equal opportunities, and invest in the talents of their employees through good training and healthy, safe working conditions. We want to encourage companies to think about the wider social impact on Sheffield communities of their activity.

Sheffield City Council have made a clear commitment by being an accredited Living Wage Foundation employer but we are only responsible for a proportion of the money invested in services, contracts and products in Sheffield. We believe that the Ethical Procurement Framework represents an opportunity for all of Sheffield's key institutions and partners – hospitals, businesses, universities – to use our collective financial power to get the best value and best opportunities for Sheffielders and local businesses.

The Regional Secretary of Yorkshire & Humber TUC, Bill Adams, is attending the City Growth Board on 26th February to discuss the Great Jobs Agenda. The Board is made up of leaders from Sheffield's business community; private sector employers, senior representatives from the Federation of Small Businesses and the Chamber of Commerce, along with senior directors from Sheffield's two universities.

Bill Adams became a member of the Sheffield City Region (SCR) Local Enterprise Partnership Board in September 2018, the first trade union representative to be appointed by a LEP board.

A new economic strategy for Sheffield is being developed with a clear narrative around improving people's lives, increasing job quality, tackling

low pay and ensuring there are pathways for people to progress in the city. Creating more and better jobs has been prioritised as one of six proposed key areas for action. The strategy recognises that in order to ensure better outcomes for Sheffield people, we need more productive, competitive businesses, offering better quality employment, creating more jobs and paying higher wages.

In addition we have written to the Sheffield City Region Mayor informing them of our position and encouraging them to support the Great Jobs Agenda too and will write to all MP's.

We will also promote the Great Jobs agenda in discussions which take place with Heads and Directors of HR of employers in the City.

The Great Jobs Agenda commits us to lobby politicians to make it a requirement for companies and public bodies to report on how many people they employ in agency work, zero-hour's contracts and short hours (casual), including through supply chains in their annual reports.

What happens next?

To commit to the Great Jobs Agenda SCC has undertaken the Great Jobs Audit which tells us how we are doing. It's a series of questions to see where we are and what we need to do to get better. The result from this was that we are a good employer.

We need to work with other local Councils regionally to see if they have, or are looking to, implement the Charter and share best practice.

Further discussions will continue to take place with the Trade Unions about the six standards and they have already acknowledged that we have these in place but we need to explore how can we make them better and put a plan in place involving representatives from all the relevant areas / portfolios.

Once we have signed up to the Charter we then need to roll this out to the employers of Sheffield to making every job in the city "a great job".

The Director of HR and Customer Services will report to our Executive Management Team in 6 months' time to update on the progress we are making. We will also continue to value the meaningful workforce engagement and representation through our recognised trade unions.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The aims and objectives of the Great Jobs Agenda strongly align with those of the Council Plan, strong economy and tackling inequalities as well as our Workforce and Organisational Development strategy.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 Discussion with our local Trade Unions about the Great Jobs Agenda has already taken place as well as discussions held at City Growth Board.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

4.1.1 The charter's aims are reflective of the Council's equality and diversity principles. The policy framework and activities delivered by the Council as set out in the report align to the Great Jobs agenda and contribute directly to our ambitions to enable all of our residents to benefit from a strong economy.

4.2 Financial and Commercial Implications

4.2.1 There are no direct financial or commercial implications.

4.3 Legal Implications

4.3.1 There are no legal implications

4.4 Other Implications

4.4.1 There are no other implications

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 The Council has already taken action against the six standards set out the Great Jobs Agenda and is well placed to continue this work on low pay, apprenticeships, procurement and health and wellbeing as well as promoting these ambitions to a wider range of organisations through our local leadership role to create a difference for the City.

6. REASONS FOR RECOMMENDATIONS

6.1 Through our commitment to the Great Jobs Agenda we have an opportunity to create 'Great Jobs' at Sheffield City Council as well taking a leadership role in encouraging other employers to do the same for the benefit of City.