

# Public Document Pack



**TRAFFORD**  
**COUNCIL**

## **AGENDA PAPERS FOR EMPLOYMENT COMMITTEE**

**Date: Monday, 2 September 2024**

**Time: 5.00 pm**

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

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1.	<b>ATTENDANCES</b>  To note attendances, including Officers and any apologies for absence.	
2.	<b>MINUTES</b>  To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 11 <sup>th</sup> March 2024.	1 - 4
3.	<b>QUESTIONS FROM MEMBERS OF THE PUBLIC</b>  A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services ( <a href="mailto:democratic.services@trafford.gov.uk">democratic.services@trafford.gov.uk</a> ) by 4pm on the working day prior to the meeting. Questions must be relevant to the items appearing on the agenda and will be submitted in the order in which they were received.	
4.	<b>ASC MARKET SUPPLEMENT</b>  To receive a report from the Director of Human Resources.	5 - 14
5.	<b>PEOPLE PLAN 2024 - 2027</b>  To receive a report from the Director of Human Resources.	15 - 46
6.	<b>REGULATORY SERVICES MARKET SUPPLEMENT</b>  To receive a report from the Director of Human Resources.	47 - 50

7. **AGENCY SPEND - Q1** 51 - 64  
To receive a report update from the Director of Human Resources.
8. **QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY** Verbal Report  
To consider an oral report of the Director of Human Resources.
9. **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.

**SARA TODD**  
Chief Executive

### Membership of the Committee

Councillors J. Bennett (Chair), D. Acton (Vice-Chair), Babar, G. Carter, S. J. Haughey, J. Leicester, S.E. Lepori, D.C. O'Sullivan and S. Zhi.

### Further Information

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

Stephanie Ferraioli, Democratic Officer  
Email: [stephanie.ferraioli@trafford.gov.uk](mailto:stephanie.ferraioli@trafford.gov.uk)

This agenda was issued on **Friday, 23 August 2024** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

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## **Employment Committee - Monday, 2 September 2024**

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## **EMPLOYMENT COMMITTEE**

**11 MARCH 2024**

### **PRESENT**

Councillors: Bennett (in the Chair), Acton, Babar, Ennis, Jones.

#### In attendance

Nick Jackson	Manchester Evening News Correspondent
Jill McGregor	Corporate Director for Children Services
Pamela Wharton	Director of Early Help and Children Social Care
Angela Beadsworth	Director of Human Resources
Cal Aston	Resourcing Consultant
Kate Sturman	Strategic HR Lead Policy, Reward & Intelligence
Stephanie Ferraioli	Democratic Officer

### **1. ATTENDANCES**

An apology for absence has been received from Councillors Hornby, Leicester, Whyte and Zhi.

### **2. QUESTIONS FROM THE PUBLIC**

No questions from members of the public were received.

### **3. MINUTES**

RESOLVED - That the minutes of the meeting held on 4<sup>th</sup> December 2023 be noted as a true and correct record.

### **4. MARKET SUPPLEMENT PAYMENT IN CHILDREN'S SOCIAL CARE WORKFORCE**

The Director of Early Help and Children's social care in attendance tonight explained the rationale to continue to pay a market supplement to Children's Social Workers and Advanced Practitioners (who meet the qualifying criteria). The rationale for the introduction of the market factor supplement payment was to lessen recruitment and

retention challenges which whilst always prevalent had been exacerbated following the Ofsted inspection in March 2019.

Whilst the payment of a temporary supplement can support retention there is also an aim across all authorities in Manchester to reduce the number of interim workers and the introduction of the GM Pledge can support with this aim although there will always be a requirement to employ some temporary staff, it is hoped these will be fewer going forward. Retention of permanent staff can support more stability in the quality and consistency of the service provided.

The Chair noted that there has been some stability in the workforce since the market supplement had been introduced and Members also noted there is a national problem with resourcing of social workers and social care staff.

The Corporate Director for Children Services informed that the number of temporary social workers is being monitored closely and it looks like now Trafford is heading in the right direction and seeing a greater stability in the workforce.

**RESOLVED:**

- 1) That the Committee approve the recommendation to continue to pay the Market Factor Supplement payment to employees who meet all of the following criteria:
  - An employee of Trafford Council Children's Social Care Service
  - A social worker who has achieved Band 8 Level 3 status or band 9
  - Advanced Practitioner status.
  - Working in a case holding social work role
- 2) That the Committee approve the continued payment of the Market Factor Supplement arrangement to qualifying colleagues until 31 January 2026 subject to a review after 12 months (i.e. to be undertaken and completed by 31 January 2025).

## **5. PAY POLICY STATEMENT 2024/25**

The Director of Human Resources presented the Pay Policy Statement for 2024/25 in line with the requirements for the Localism Act 2011.

The Pay Policy Statement identifies:

- The methods by which salaries of all employees are determined;

- The detail and level of remuneration of the most senior staff i.e. Head of Paid Service and Chief Officers;
- The remuneration of its lowest paid employees;
- The relationship between the remuneration levels of the most senior employee and that of other employees and
- The Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and making recommendations on any amendments to Full Council.

RESOLVED – That the report be noted and approved.

## **6. Q3 AGENCY SPEND REPORT**

The Resourcing Consultant updated Members on the Quarter 3 of the Agency spend broken down by quarter and by Directorate. The report details the reasons agency and consultants are required to supplement the Council's workforce to meet temporary resource needs.

RESOLVED – That the report be noted.

## **7. LEGAL SPEND – UPDATE REPORT**

The Democratic Officer recapped on behalf of Legal Services, the reasons behind the increased agency spend for the department as presented from the Head of Legal and Governance at the last meeting in December 2023. Further questions can be addressed either via email or at future meetings in the new municipal year.

RESOLVED – That the update be noted.

## **8. URGENT BUSINESS (IF ANY)**

The Director of Human Resources informed of having received applications for exemptions all of which were agreed.

RESOLVED - That the exemptions be noted,

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## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 2<sup>nd</sup> September 2024  
**Report for:** Information and approval  
**Report of:** Director of HR

### Report Title

**Adult Social Care - Market Factor Supplement**

### Summary

This paper describes the current position in relation to the Market Factor Supplement payment that is paid to Adult's Social Workers and Senior Practitioners and sets out a proposal and rationale regarding the continuation of this payment.

### Recommendation(s)

It is recommended that Employment Committee:

1. Note and approve the recommendation to continue to pay the current Market Factor Supplement payments to the employees of Adult Social Care working in a social work role for a further 2 years until 30 June 2026 subject to a review after 12 months:
  - a. Band 7 Newly Qualified Social Worker
  - b. Band 8 Level 3 Social Worker
  - c. Band 9 Senior Practitioner
2. Note that Finance has confirmed that the cost of the proposed recommendation is within budget.
3. Approve the second consideration to appoint Band 10 Team Managers to the top salary scale point. As all positions are budgeted at the top of the banding this would not create any further budget pressures for the directorate.

Contact person for access to background papers and further information:

Name: Ann-Marie Mohieddin, Strategic & Neighbourhood Lead (Central/West)

Background Papers: None

*Implications:*

Relationship to Corporate Priorities	<i>One of Trafford Council's key priorities is to support people out of poverty by improving overall employment rate (aged 16-64) (%). Paying a market supplement payment and making the overall remuneration competitive and attractive will aid recruitment and retention of colleagues.</i>
Relationship to GM Policy or Strategy Framework	<i>Not applicable 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.</i>
Legal Implications	<i>Not applicable</i>
Equality/Diversity Implications	<i>An EIA was undertaken when the Market Factor Supplement payment was introduced. This will be reviewed and updated accordingly.</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 we do not extend the market forces supplement that in respect of remuneration we will not be competitive and we may face increased remuneration and retention challenges.</i>
Health and Safety Implications	<i>No applicable</i>

## 1.0 Background

- 1.1 In 2022 Adult Social Care (ASC) completed an exercise to explore the workforce and issues with regards to both recruitment and retention of staff: at the time having an unprecedented level of 20 plus social work vacancies. The exercise explored several areas which included rates of pay to social workers and Senior Practitioners in the directorate; resulting in the agreement of a market supplement being paid for 2 years (01 July 2022 to 30 June 2024,) with a review to be completed after this period.
- 1.2 The market supplement rates agreed in 2022 were pro rata for part time hours, as follows:
- Band 7 Newly Qualified Social Worker: £872 per annum
  - Band 8 Level 3 Qualified Social Worker: £2,145 per annum
  - Band 9 Senior Practitioner: £996 per annum
- 1.3 Whilst the initial paper in 2022 focused on several areas regarding recruitment and retention across ASC, this paper will concentrate on the review of the market supplement for Social Workers and Senior Practitioners, with additional consideration for Band 10 Team Managers.
- 1.4 Vacancies across Social Work staff is not unique to Trafford Council. At the time of the initial consideration of implementing a market supplement in 2022, Skills for Care had reported in the year of 2019/20 there were 22,000 vacancies across the sector. The recent Skills for Care report in October 2023; The state of the adult social care sector and workforce in England, reported there was recruitment to 23,500 social work posts being filed in

2022/23, with 17,3000 being within the Local Authority (LA.) Overall, there continues to be a problem in vacant social work posts nationally.

Table 1- National Social Work Vacancy Rates

Year	Vacancy Rate
2016/17	10.7%
2020/21	7.6%
2021/22	9.4%
2022/23	11.4%

- 1.5 This paper will acknowledge ASC’s vacancy numbers within Social Work posts across the system, number of agency staff, and turnover. This information has been carefully considered to support with the determination of options and a suggested approach moving forward with regards to the social work and senior practitioner market supplement and band 10 Team Managers.
- 1.6 Thought has also been given to children services and market supplements for staff within the directorate. It is acknowledged that children services pay £2,400 to Band 8 and Band 9 staff within their directorate. Whilst these disparities have been considered, due to the above issue between Band 9 and Band 10 within ASC, it is not felt to be appropriate to mirror these arrangements.
- 1.7 Lastly, it is essential to acknowledge that support was required by colleagues within Human Resources (HR) and Finance who were collaborators of this paper; providing essential information to aid in the decision making.

## **2 Vacancies and Turnover**

- 2.1 Recruitment of qualified social workers is a difficulty faced in ASC and a theme which is also mirrored across Greater Manchester (GM) and nationally. Currently within ASC there is a total of 10.5 FTE Social Work vacancies, 2 FTE Senior Practitioners, and 2 FTE Best Interest Assessors (BIAs,) with a further Social Worker expected to hand in their resignation.
- 2.2 Whilst there has been the implementation of rolling adverts for social work staff, which initially proved successful, there continues to be challenges with this due to vacancies being in specific areas of the service. Targeted adverts are now being used within these service areas and this process will continue to be under review.
- 2.3 Table 2 below demonstrates the vacancies by team and role within the assessment service of ASC at the time of writing the report.

Table 2 – Vacancies & Upcoming vacancies

Team	Vacancies	Upcoming Vacancies
Central CSWT	4 SW	1 SW
Complex Needs (LD)	0	0
North CSWT	0	0
Safeguarding Hub	0	0
South CSWT	0	0
Urgent Care/D2A	0	0
West CSWT	3 SW	0
Mental Health	3.5 SW 2 SNR PRAC	0
Deprivation of Liberty Safeguards	2 BIA	0

2.4 Turnover within the assessment service has been has greatly improved since the implementation of the market supplement in 2022.

2.5 Table 3 below demonstrates there being mostly improvements in turnover rates across roles apart from Senior Practitioners, excluding posts within Greater Manchester Mental Health (GMMH) teams. The most significant improvement identified being in turnover rates of Social Workers.

Table 3 - Turnover Rates Inclusive and Exclusive of GMMH

Year	Social Worker INC GMMH	SNR PRAC INC GMMH	Social Worker EXC GMMH	SNR PRAC EXC GMMH	Both INC GMMH	Both EXC GMMH
2020/2021	0%	0%	17.8%	20.51%	-	17.82%
2021/2022	34.48%	34.38%	32.72%	27.27%	34.48%	31.81%
2022/2023	27.52%	8.69%	23.70%	0%	21.51%	24%
2023/2024	8.57%	22.22%	8.77%	21.08%	10.84%	10.52%

2.6 Overall, there is clear evidence that since the implementation of the market supplement payment to staff that there has been a significant decrease in turnover rates. Whilst it is acknowledged the market supplement payment may not be the sole factor, there is a significant risk if its removed.

### 3 Agency Workers

3.1 ASC have become heavily dependent on agency social workers to support in delivering statutory requirements and although recruitment has been successful for several agency staff, this has proved a challenge for management teams, requiring a significant amount of resource for limited returns on efforts.

3.2 The process of recruiting agency staff is not only time intensive, but also has financial implications on the service. Service managers are spending a significant proportion of their time trying to recruit agency staff, an expensive resource when considering the number of hours dedicated by managers, in

addition to the actual staffing costs. It is essential for the service to minimise agency spend given the significant budget pressures the LA is facing.

- 3.3 Since the implementation of the market supplement there has been a reduction in agency spend within the assessment service, with the exception being within GMMH. Table 4 demonstrates agency spend within the assessment service both inclusive and exclusive of GMMH.

Table 4- Agency Spend

YEAR	LA Assessment Service	GMMH Spend
2022/2023	£684,506.31	£120,468.65
2023/2024	£435,976.51	£151,204.94

- 3.4 It is essential to note that there are differing challenges within GMMH than that of those within assessment service staff within the LA. Whilst Social Workers and Senior Practitioners are deployed into GMMH by the LA under Section 75 arrangements they are included within this paper. GMMH's challenges with regards to recruitment differ and are being evaluated and considered.
- 3.5 In 2022 the approval of the payment of the market supplement paid to Social Workers and Senior Practitioner saw the commitment of £217,426.00 across the assessment service. It is worth noting that since the introduction of the market supplement there has been savings of £248,529.80 in agency spend on social workers and senior practitioners (this is not inclusive of Approved Mental Health Practitioners). Therefore, there is a positive argument with regards to the success of the payment of the market supplement aiding to reduce agency spend across the service.

#### **4 Rates of Pay and Benefits**

- 4.1 In 2022 market comparison work was completed by colleagues within human resources which identified that Trafford fell 6<sup>th</sup> out of the 10 Greater Manchester (GM) Local Authorities in rates of pay for band 7 and 8 Social Workers and band 9 Senior Practitioners. This is due in part to the way in which the pay lines are drawn in other GM authorities. The work completed assisted in developing the level of market supplement that is currently paid to Social Workers and Senior Practitioners; making Trafford's pay competitive bringing the pay rates to 3<sup>rd</sup> in GM.
- 4.2 Market supplement payments in 2022, as described above, required the additional commitment of £229,678.00 with the agreed payments to staff being: Level 2 Social Workers -£872.00, Level 3 Social Workers- £2,145.00, and Senior Practitioners- £996.00 per annum and pro rata for part time employees.
- 4.3 A review of these rates has been completed and as you have seen in the introduction of this paper, Trafford's competitive rate has decreased, placing

Trafford at a lower position within GM. However it was recognised these rates were exclusive of the market supplement payments, which alter Trafford's position. Table 5 outlines Trafford's position with regards to Social Work pay across GM without and with consideration of current market supplement.

Table 5- Rates of Pay without/with Market Supplement 2023/2024

Role	Salaries without Market Supplement
Level 2	£34,834.00 - £37,336.00
Level 3	£38,223.00 - £40,221.00
Senior Practitioner	£41,418.00 - £44,428.00

Role	Salaries with Market Supplement
Level 2	£35,706.00 - £38,208.00
Level 3	£40,368.00 - £42,366.00
Senior Practitioner	£42,414.00 - £45,424.00

4.4 As stated, further market comparison work was completed by colleagues within HR which identified Trafford's position within GM regarding rates of pay without the market supplement. Table 6 outlines Trafford's position without the market supplement at all levels.

Table 6- Trafford Position within GM without Market Supplement Payments

**Band 7- Level 2**

Local Authority	Pay	Rated
Tameside	£42,403.00	1
Oldham	£40,221.00	2
Bolton	£39,186.00	3
Salford	£39,186.00	3
Stockport	£39,186.00	3
Bury	£38,223.00	4
Manchester	£38,223.00	4
Wigan	£38,223.00	4
Rochdale	£37,336.00	5
Trafford	£37,336.00	5

**Band 8- Level 3**

Local Authority	Pay	Rated
Oldham	£44,428.00	1
Bolton	£43,421.00	2
Manchester	£43,421.00	2
Salford	£43,421.00	2
Rochdale	£42,403.00	3
Stockport	£42,403.00	3
Tameside	£42,203.00	4
Wigan	£42,203.00	4
Bury	£41,418.00	5

<b>Trafford</b>	<b>£40,221.00</b>	<b>6</b>
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#### Band 9- Senior Practitioner

<b>Local Authority</b>	<b>Pay</b>	<b>Rated</b>
<b>Oldham</b>	<b>£48,474.00</b>	<b>1</b>
<b>Tameside</b>	<b>£47,420.00</b>	<b>2</b>
<b>Wigan</b>	<b>£46,464.00</b>	<b>3</b>
<b>Bury</b>	<b>£46,464.00</b>	<b>3</b>
<b>Rochdale</b>	<b>£46,464.00</b>	<b>3</b>
<b>Trafford</b>	<b>£44,428.00</b>	<b>4</b>
<b>Manchester</b>	<b>£43,421.00</b>	<b>5</b>
<b>Stockport</b>	<b>£42,403.00</b>	<b>6</b>
<b>Bolton</b>	<b>£39,186.00</b>	<b>7</b>
<b>Salford</b>	<b>No return</b>	<b>No return</b>

- 4.5 It is however recognised that with the payment of the current market supplement, Trafford's is in a differing position which Table 7 demonstrates.

Table 7- Trafford Position in GM with current Market Supplement

<b>Role</b>	<b>Pay</b>	<b>Rated</b>
<b>Level 2 SW</b>	<b>£35,706.00 - £38,208.00</b>	<b>6+</b>
<b>Level 3 SW</b>	<b>£40,368.00 - £42,366.00</b>	<b>4+</b>
<b>Senior Practitioner</b>	<b>£42,414.00 - £45,424.00</b>	<b>4</b>

- 4.6 Table 6 demonstrates without consideration of the current market supplement being paid that Trafford are amongst the lowest paying local authorities within GM for Social Workers and are the lowest paying LA for level 3 Social Workers. Positively, whilst not the highest paying for Senior Practitioners, Trafford is 4th out of 7, with one LA not providing a return.
- 4.7 However, whilst not radically different, with the current market supplement pay arrangements Trafford are not the lowest paying LA when considering all three posts. With the market supplement payment level 2 Social Workers, if paid at the top of the banding, Trafford would come slightly higher than 6<sup>th</sup>. Additionally, with the payment of the market supplement, if paid at the top of the banding, level 3 Social Workers, fall slightly higher than 4<sup>th</sup>, changing the position from being the lowest paying LA within GM.
- 4.8 These findings strongly suggest, without further considerations, that a commitment to continue with the current levels of pay will be essential however, further consideration will also be afforded to alternative options.

## 5 Considerations

- 5.1 Proceeding sections of this paper provides information which require careful consideration to support in decision making. Evidence suggests that the current market supplement payment has assisted the assessment service in

aiding in a reduction of staff turnover, reducing agency staff, and supporting to ensure Trafford is not the lowest paying LA within GM.

- 5.2 A second consideration for noting is the rate of pay of Band 10 Team Managers within the assessment service, who are not in receipt of a supplement. Current staff have raised concerns regarding pay and responsibilities; highlighting insignificance in differentiation of pay rates to responsibilities particularly between band 9 and band 10 staff, therefore is considered as part of this paper.
- 5.3 Band 10 staff who fulfil the role of Team Managers within borough-wide teams within the assessment service, pay scale ranges from £45,441 to £47,420 with Band 9, Senior Practitioners, pay ranging (with the market supplement) from £42,414 to £45,424. It is therefore acknowledged that a Senior Practitioner at the top of the banding would be in receipt of a wage which is only £17.00 less than their line manager and a Team Manager who holds a greater level of responsibilities not only for managing risks, but financial responsibilities and expectations.
- 5.4 Consequently, it is argued that any Team Managers, if not already should be starting on the top spinal column 38 of Band 10, a financial difference of £1,040, creating a distinction between the roles and more importantly level of responsibilities.
- 5.5 Lastly, it would be remiss to negate highlighting the Council's financial position and whilst acknowledging that there are tremendous pressures on Trafford's finances, the £217,426 cost of the proposed recommendation to retain the market supplement approach is budgeted for in 2024/5 and can be built into future budgets. It is envisaged that this will support the Council's ambitions to limit agency spend where possible which does lead to unplanned cost pressures if not closely monitored and controlled.

## **6.0 Proposals summary and recommendations**

- 6.1 The proposal seeks to extend the current market supplement payments for a further 2 years. It is argued that the precursory information above demonstrates that since the implementation of the market supplement staff turnover rates have reduced. Additionally, there has been a noticeable reduction in agency spend and vacancies within the service. It is acknowledged that whilst the continued payment does not have the same impact as it did initially (3<sup>rd</sup> out of 10) it has ensured that Trafford is not the lowest paying LA within GM.
- 6.2 It is noted however, in the considerations section of this paper the concerns raised by staff regarding rates of pay between Senior Practitioners and Team Managers. Acknowledging the differences in expectations and responsibilities is important and therefore it is recommended that all Team Managers commence on Band 10, spinal column 38, to avoid animosity amongst the workforce. As all positions forecasted at the top of the banding this would not create any further budget pressures for the directorate or LA.



- 6.3 The current market supplement payments also form part of budget arrangements and create no further budget pressures within the system.

It is recommended that Employment Committee:

1. Note and approve the recommendation to continue to pay the current Market Factor Supplement payments to the employees of Adult Social Care working in a social work role for a further 2 years until 30 June 2026 subject to a review after 12 months:
  - a. Band 7 Newly Qualified Social Worker
  - b. Band 8 Level 3 Social Worker
  - c. Band 9 Senior Practitioner
2. Note that Finance has confirmed that the cost of the proposed recommendation is within budget.
3. Approve the second consideration to appoint Band 10 Team Managers to the top salary scale point. As all positions are budgeted at the top of the banding this would not create any further budget pressures for the directorate.

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## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 2<sup>nd</sup> September 2024  
**Report for:** Information and approval  
**Report of:** Director of HR

### Report Title

Our People Plan 2024 to 2027

### Summary

Our People Strategy has been refreshed and renamed 'Our People Plan for 2024-2027'.

Our new People Plan builds on the work achieved over the last 3 years and outlines our key areas of focus for the next 3 years. The narrative is presented with this report for information and approval.

The branding for our 'People Plan' will be aligned to the branding and artwork presented in our Corporate Plan and in addition a summary document will also be produced for all colleagues to access.

### Recommendation(s)

It is recommended that Employment Committee:

1. Note the contents of the report; and
2. Approves the Trafford People Plan narrative for 2024-2027.

### Contact person for access to background papers and further information:

Name: Angela Beadsworth Director of HR  
Nina Kijowski, Head of Resourcing & Development  
Bev Norton, Head of HR Operations

Relationship to Policy Framework/Corporate Priorities	The People Plan will support the delivery of council priorities by attracting, recruiting, and retaining skilled colleagues who align with our EPIC values and who are passionate in providing great services for our residents.
Relationship to GM Policy or Strategy Framework	The People Plan aligns to and has been informed by GM and national strategies and frameworks.
Financial	There are no direct financial implications arising from this report.
Legal Implications:	Outlined in the body of the report
Equality/Diversity Implications	Under the Equality Act 2010, we have a legal duty as a public body to have due regard to promote equality of opportunity, eliminate unlawful discrimination and foster good relations between key equality strands.
Sustainability Implications	There is nothing in the report that would undermine our sustainability plans.
Carbon Reduction	The People Plan can assist in supporting carbon reduction initiatives through education and promotion across the workforce.
Resource Implications e.g. Staffing / ICT / Assets	The People Plan aims to address recruitment and retention challenges with several ambitions aimed at attracting colleagues who align with our values to stay with us.
Risk Management Implications	A focus of the People Plan is on risk minimisation caused by failure to demonstrate compliance with employment legislation. We also have a focus on retaining skills and expertise so we can deliver our statutory and discretionary services well.
Health & Wellbeing Implications	There is a strong focus on achieving a culture of wellbeing in Trafford and this strategy is central to our success.
Health and Safety Implications	All Health and Safety aspects have been considered in producing the refreshed People Plan so that we enable risk to be managed effectively and consistently achieve a safe working environment.

## 1.0 Background

1.1 We are immensely proud of our people and recognise that they are our greatest strength. Our people give their best every day and this is testament to the great progress we have made in making Trafford a great place to work, do business with, and call home. We also pride ourselves on being a low-cost, high performing Council compared to similar authorities and we are responsive to the needs of our diverse communities and efficient in how we meet them.

1.2 We also recognise that Trafford, like most of the local government workforce continues to face challenges in terms of reduced government funding, increased demands for services, having to deliver more with less, combined with talent and skills shortages and challenges with competing with the private sector. This makes it even harder to attract and retain great people.

1.3 Our People Plan sets out our people priorities for the next 3 years. It describes how we will empower and develop colleagues to make an impact to be proud of, so that our residents, businesses, and communities thrive and together we achieve our priorities in the corporate plan.

1.4 Since publication of our last Strategy in January 2020, we have responded to a range of workforce challenges, not least a global pandemic, the onset of artificial intelligence, the rise of multiple social media platforms and a multi-generational workforce that expects different things from an Employer. We have also adapted to a 'new normal' and embraced new ways of working with our smart working approach that includes hybrid/remote working enabled by

M365 technology, recognising that we need to work even harder to attract and retain great people.

1.5 This has not prevented us from achieving some important accreditations and delivering some great people initiatives along the way. We have captured these in our refreshed People Plan as they form the basis for our future priorities.

1.6 We will undoubtedly face many more challenges and opportunities over the next three years including, a general election in July 2024, as we set out our refreshed corporate priorities. It's therefore important to us that we continue to anticipate these and support our people to be their best by providing them with the skills, resources, and resilience during an ever-changing employment landscape and work hard to ensure that they feel valued.

1.7 Our People priorities are simple – we know how crucial it is to attract, recruit and retain talented and skilled individuals who are proud to work for us and who share our ambitions for making Trafford a great place. We also know that there is a demand for talent and so we need to be in a strong position to be the employer people choose.

1.8 We have already achieved so much since our last People Strategy, but our borough is a place of constant change, so our future plan needs to be agile to stay ahead of the curve and ready to adapt to the needs of our residents, businesses, and communities.

## **2.0 Our People Plan 2024-2027**

2.1 Our People Plan has been developed by working together with our people and our partners. We have listened closely to what is important to them and will continue to work in collaboration when implementing the plan. This plan builds on and refreshes the previous people strategy and whilst it is supported and enabled by our HR Team, it belongs to all of us that work at Trafford Council. We...

- Listened to feedback that colleagues shared at all our Colleague and Leaders Let's Talk Sessions.
- Engaged with our Staff Forum groups, Trade Union Colleagues, Mental Health First Aider and Pioneers.
- Listened and learned through briefings delivered at every Departmental Management Team meeting.
- Consulted with our Corporate Leadership Team and Executive Members.
- Revisited and reviewed our b-Heard employee survey results where 1,013 colleagues shared their feedback on questions connected to leadership, my team, wellbeing, and my manager.... they also shared their thoughts on questions such as "what makes this a great place to work?" and "What could make this an even better place to work?"
- Have reviewed external research and best practice from organisations such as the Chartered Institute of Development, Best Companies and the LGA.
- Surveyed colleagues to ask what they think we do well and what we could do better to recruit, retain, develop, and engage with our people.
- Analysed our recruitment and workforce data, insights, and feedback such as our exit interviews.

2.2 Our People Plan has also been shaped by the ambitions laid out in our corporate plan and other plans and strategies that underpin and support us to achieve our corporate priorities. Through our engagement sessions and feedback we received, we have identified our key priorities and focus areas in each stage of the employee lifecycle over the next 3 years.

2.3 Whilst our plan sets out our ambitions and priorities, it will be flexible. It is intended to be a live document which may change in line with new priorities, new thinking, and new

feedback. We will keep a regular check that we are on track and continually evaluate our success through employee feedback and data analysis.

2.4 We have outlined our ambitions for making Trafford an even better place to work under four headings that describe how we will attract, recruit, and retain creative, collaborative, and talented people who align with our values. We have outlined under each priority, why we feel it's important to focus on the theme, what we have achieved so far, how we aim to deliver our ambitions for the next 3 years and how we will know when we've achieved them.

2.5 Our People Pledge is that by 2027 we will have achieved our ambitions as set out in summary below and described more in the People Plan attached as an Appendix to this report.

### Work with us

We are an employer of choice with a clear and defined employer brand. Through our modern recruitment practices we attract a diverse and talented range of people from our local communities and beyond, who are proud and passionate to work with us.

### Learn and Grow with us

Everyone has access to informal and formal learning and development opportunities that equip them with the right knowledge and skills to do their best job and develop their careers with us. Our offer continually evolves and focuses on the skills needed today and the skills needed for the future.



### Stay and Thrive with us

We have a strong employment offer and flexible working practices with clearly defined roles that motivate and support our people to do their best work. Our people are recognised and rewarded for a job well done and feel valued.

### Belong and Connect with us

Our EPIC values and behaviours are lived and demonstrated by all our people in the way they do their work and the decisions they make.

All our people connect with our corporate vision and priorities and understand how their voice can make an impact and shape how we work together.

We champion wellbeing and celebrate diversity.

## 3.0 Our achievements in summary

3.1 We are proud of our achievements over the last three years, and they have formed the building blocks for our future focus – some of which are outlined below:

- Achieved Real Living Wage accreditation & Member status of the Good Employment Charter
- We successfully pay over 21000 colleagues monthly in Trafford Council, Schools, Greater Manchester Police, Members, and partner agencies.
- Achieved fostering friendly accreditation.
- Introduced bike mileage for staff.
- Achieved Carer Confident accreditation.
- Introduced Working Well passport.
- Introduced an employment pledge for Care Experienced people.
- Implemented Smart Working with many staff able to work in a hybrid manner.
- Achieved member status of the GMB domestic violence charter.
- Achieved 'one to' watch accreditation with Best Companies.

- Designed and delivered 25 cohorts of our EPIC Manager programme with 210 attendees.
- Introduced Leap into Management, Leadership and Senior Leadership Programmes upskilling 14 colleagues resulting in 5 promotions and successes with 22 colleagues are currently progressing through the programmes.
- Delivered our kick start programme. Offered 26 placements within the council which lead to 13 kickstarters' being successfully offered further opportunities upon completion of their placements.
- Supported 26 Colleagues to undertake the Social Work Degree Apprenticeship with 16 colleagues successfully completing the programme and a further 10 progressing through.
- Signed the Greater Manchester Pledge – demonstrating our commitment along with our other Local Authority partners to improve the stability of Childrens Social Care Workforce
- Automated the business case process to increase visibility of the hiring process.
- Developed an in-house coaching offer, upskilling 4 coaches through the apprenticeship levy. Our coaches have successfully completed 62 coaching relationships supporting colleagues with their personal development.
- Designed and launched our EPIC Manager programme, delivering 25 cohorts with 166 sessions and upskilling 210 colleagues in subjects such as role as leader,
- Mental Health First Aiders and Pioneers in place since 2019.
- Successfully delivered 26 Lets' Talk and 26 'All Colleague' events with high attendance and engagement levels.
- 6 staff forums in place and successfully operating with good attendance levels.
- LeadHership coaching and mentoring programme in place for women of colour with 7 candidates graduating.

#### **4.0 How will we measure success?**

4.1 Within Our People Plan we have outlined how we will measure the success of our ambitions, and these will help us to know if we need to continue with gusto, change direction, or increase support to enable us to achieve them.

4.2 Our plan is to remain agile so that we can respond successfully to future demands, and we will communicate any changes to our priorities as required.

4.3 We feel that the priorities set out in the Plan will bring us closer to being able to meet our aspiration to be an Employer people choose to and feel proud to work for and is reflective of the communities we serve.

#### **5.0 Next steps**

5.1 The design and branding of the final version of the Plan will follow the format of the Corporate Plan and we will work with the Communications Team to produce the visual and summary versions.

5.2 We will undertake a series of engagement activities to promote and launch our new People Plan and Priorities.

#### **6.0 Recommendations**

It is recommended that Employment Committee:

- (i) Note the contents of the report; and
- (ii) Approves the refreshed People Plan narrative for 2024-2027.

#### **Appendix 1- Our People Plan 2024-2027**

# Our People Plan

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## 2024 – 2027



# Introduction - Cllr Cath Hynes and Sara Todd

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We are proud of our people and the progress we have made in making Trafford a great place to work, do business with, and call home. We also pride ourselves on being a low-cost, high performing Council compared to similar authorities and we are responsive to the needs of our diverse communities and efficient in how we meet them. This is because our colleagues go above and beyond every day to ensure that we meet the needs of our residents, businesses, and communities.

Although many parts of the borough are prosperous by Greater Manchester's standards, people in some areas face hardship in their daily lives. That's why healthy and independent lives for everyone is a priority for us. We want to raise living standards and life expectancy across the borough. We are also committed to a thriving economy and homes for all. The best start for our children and young people is a major priority, as is addressing the climate crisis. We are a Council that doesn't just help people to cope but also to thrive. That's why we're also committed to making sure there is culture, heritage, and sport for everyone. There's a lot to do, there's a lot to achieve.

Our People priorities are simple – we know how crucial it is to attract, recruit and retain talented and skilled individuals who are proud to work for us and who share our ambitions for making Trafford a great place. We also know that there is a demand for talent and so we need to be in a strong position to be the employer people choose.

Since our last People Strategy was published in January 2020, we have had to respond to a range of workforce challenges, not least a global pandemic that has meant we have adapted to a 'new normal' and embraced new ways of working and technology. We will undoubtedly face many more challenges and opportunities over the next three years as we set out to achieve our corporate priorities. It's therefore important to us that we support our people to be skilled, resourceful, and resilient, and work hard to ensure that they feel valued.

We have already achieved so much, and our borough is a place of constant change, so our People Plan needs to be agile to reflect our thinking and be able to respond to future demands and stay ahead of the curve over the next three years.

We are delighted to share our People Plan. This Plan builds upon the great work that we have already achieved and sets out our People priorities and areas of focus for the next three years for becoming an even greater place to work.

In our Plan, we describe how we will empower and develop colleagues to make an impact to be proud of, so that our residents, businesses, and communities continue to thrive and by working together we achieve our priorities in the corporate plan.

Our People Plan will be a living document, ready to adapt to the needs of our residents and we will continually review our commitments, adapt to changes, and update our promises to make sure our colleagues feel supported to do their jobs well, so our residents, businesses and communities of Trafford can thrive.

# Our Vision, Our Priorities...

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# Our Values...

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We are immensely proud of our EPIC Values, which we developed together back in 2019. Our recent consultation has confirmed they remain relevant across the organisation. That is why they will continue to underpin everything we do and provide a framework for how we work together to achieve our corporate priorities. Our Values are integral throughout this people plan and underpin all the work outlined in the 4 pillars of our plan.

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

We Empower



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.**

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

We Collaborate



We are Inclusive



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

# How did we shape our People Plan?

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Our People Plan has been developed by working together with our people and our partners. We have listened closely to what is important to them and will continue to work in collaboration when implementing the plan. This plan builds on and refreshes the previous people strategy and whilst it is supported and enabled by our HR Team, it belongs to all of us that work at Trafford Council. We...

- Listened to feedback that colleagues shared at all our Colleague and Leaders Let's Talk Sessions.
- Engaged with our Staff Forum groups, Trade Union Colleagues, Mental Health First Aider and Pioneers.
- Listened and learned through briefings delivered at every Departmental Management Team meeting.
- Consulted with our Corporate Leadership Team and Executive Members.
- Revisited and reviewed our b-Heard employee survey results where 1,013 colleagues shared their feedback on questions connected to leadership, my team, wellbeing, and my manager.... they also shared their thoughts on questions such as "what makes this a great place to work?" and "What could make this an even better place to work?"
- Have reviewed external research and best practice from organisations such as the Chartered Institute of Development, Best Companies and the LGA.
- Surveyed colleagues to ask what they think we do well and what we could do better to recruit, retain, develop, and engage with our people.
- Analysed our recruitment and workforce data, insights, and feedback such as our exit interviews.

Our People Plan has also been shaped by the ambitions laid out in our corporate plan and other plans and strategies that underpin and support us to achieve our corporate priorities.

From all this feedback and engagement with colleagues we have identified some key priorities and focus areas at each stage of the employee lifecycle. Whilst our plan sets out our ambitions and priorities, it will be flexible. It is intended to be a live document which may change in line with new priorities, new thinking, and new feedback. We will keep a regular check that we are on track and continually evaluate our success through our employee feedback.

# Our 4 Pillar Plan ...

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## Work with us

We are an employer of choice with a clear and defined employer brand. Through our modern recruitment practices we attract a diverse and talented range of people from our local communities and beyond, who are proud and passionate to work with us.

## Learn and Grow with us

Everyone has access to informal and formal learning and development opportunities that equip them with the right knowledge and skills to do their best job and develop their careers with us. Our offer continually evolves and focuses on the skills needed today and the skills needed for the future.



## Stay and Thrive with us

We have a strong employment offer and flexible working practices with clearly defined roles that motivate and support our people to do their best work. Our people are recognised and rewarded for a job well done and feel valued.

## Belong and Connect with us

Our EPIC values and behaviours are lived and demonstrated by all our people in the way they do their work and the decisions they make.

All our people connect with our corporate vision and priorities and understand how their voice can make an impact and shape how we work together.

We champion wellbeing and celebrate diversity.

# Work with us...

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## Introduction...

**We know that attracting and recruiting talented and skilled individuals who are proud and passionate to work with us is crucial to our continuing success and vital in supporting us to achieve our corporate priorities.**

Our ability to recruit and retain people is impacted by ever increasing financial restraints, cost of living pressures, changing demographics and post pandemic trends. We are not alone in facing these challenges and that's why we are doing all that we can to promote and celebrate Trafford as an EPIC Place to work.

Despite the above challenges our turnover rate has remained stable at 11.80% and we have successfully recruited to over 1507 vacancies over the last 3 years. This demonstrates that we are still able to provide opportunities to our people to grow their careers with us and attract talent to work with us.

We will continue to think creatively and develop more opportunities for career graded roles and pathways so that in these instances we "grow our own talent." This is something our people said was key moving forward and reflected in the feedback of our engagement survey in 2022, specifically for entry level roles.

A successful Trafford is one that has a workforce that is reflective of the communities we serve. We will continue to collaborate with colleagues in our BAME staff forum and other community groups and equality networks to increase opportunities to residents from ethnically diverse communities and take positive action to increase the diversity of our workforce at all levels.

Our colleagues also told us that we have a great story to tell, and that we should do even more to sell Trafford as a great place to work.

We will, focus on defining a clearer and more compelling "employer brand." A brand that is bold and celebrates the benefits, breadth, variety, and rich purpose that a career at Trafford Council has to offer. We will further develop our Greater Jobs website to reflect our employer brand and use social media channels to share our story and shout out loudly about Trafford – an "EPIC" place to work.

We recognise that a one size approach doesn't fit all. How we recruit to legal roles will be different to how we recruit people to work in our schools and care homes, but our values will remain the same. We will continue to build our presence at local careers fairs and community events and strengthen our connections and partnerships with schools, colleges, universities, and community groups to promote the many specialist careers that are available at Trafford.

Our people were clear that they want an innovative, modern recruitment processes and systems. We will look externally to benchmark our processes and maximise the opportunities of our new Applicant Tracking System to make our processes leaner and timescales shorter.

We know that there are significant national challenges to attract and retain social workers, specifically with Children's Services. In 2024 we had on average 4.76 social worker vacancies a month. We have taken steps to encourage colleagues to join us permanently by signing the Greater Manchester (GM) Pledge, alongside starting to build connections with schools and colleges to promote careers in social care and delivering bespoke recruitment campaigns and webinars to attract colleagues to apply for social work roles with us. More importantly, we have made great progress in growing our own talent by supporting 26 colleagues to undertake the social work degree apprenticeship programme. We recognise, however, there is still more to do nationally and locally in this space.

**And finally...** As one of the largest employers in the borough we have an integral role to play in offering opportunities to those who need them most. In collaboration with colleagues in Children's Services we have already supported. We will strengthen and expand our entry level careers offer by providing more apprenticeships, work experience opportunities, internships, graduate placements, T-Levels, and career pathways so we attract to a multi-generational workforce to work with us.

## Our Achievements since 2020....

- Designed and launched our Values Based Recruitment Programme. Upskilled **230** managers in our recruitment process to interview and appoint candidates whose values align to our own.
- Delivered our kick start programme. Offered **26** placements which lead to **13** kick starters being successfully offered further opportunities with us upon completion of their placements.
- Introduced a **Supported Internship Scheme** with Trafford Council as the host employer. Working in collaboration we have supported **5 young people** to successfully complete the programme and secure further employment opportunities.
- Supported **26** Colleagues to undertake the Social Work Degree Apprenticeship with **10** colleagues successfully completing the programme and a further **16** progressing through.
- **Signed the Greater Manchester Pledge** – to demonstrate our commitment along with our other Local Authority partners to improve the stability of Children's Social Care Workforce.
- Increased our presence at community and jobs fairs, attending over **18 events** from 2023 to date.
- **Automated** the business case process to increase visibility of the process for hiring managers.

## Our Focus 2024 – 2027...

- **Improve and increase access to entry level roles**– We will strengthen and expand our entry level careers offer by providing more apprenticeship opportunities, internships, Graduate and T-Level placements.
- **Improve our Work Experience Offer** – We will define a corporate work experience process and offer and proactively promote this to schools, prioritising opportunities to care leavers and those from ethnically diverse communities.
- **Increase the number of career graded roles** – Specifically for roles where we experience low retention and attraction rates. We will use the apprenticeship levy to help us develop and grow our own skills and support people to develop their careers with us.
- **Define an employment offer for our care experienced cohort** – In line with our Corporate Parenting responsibilities we will work collaboratively with our colleagues in Children's Services and Inclusive Economies team to design an offer that can provide a great start to a career in local government.
- **Develop a Clear and Compelling Employer Brand** - Our brand will centre around our EPIC Values and promote the benefits, variety and purpose a career at Trafford can bring.
- **Develop our Greater Jobs and Council Website Content** - We will continue to update and develop content for our Greater Jobs Website that reflects our employer brand. We will widely promote this content.
- **Increase our Social Media Presence** – We will proactively use social media channels to promote roles and careers at Trafford alongside our employer brand.
- **Increase our Community Engagement** – We will work more closely with our communities and community groups to increase awareness of the roles on offer at Trafford and offer more bespoke support for candidates from ethnically diverse communities to apply for our roles.
- **Improve our recruitment process and systems** – We will improve, automate, and modernise our processes. We will maximise the opportunities of our Applicant Tracking System (ATS) to improve the candidate and hiring manager experience by streamlining our processes and using improved data and report outputs to shape our service delivery.
- **Strengthen Partnerships** – We will build stronger partnerships with schools, colleges and universities to help us expand our channels to attract future talent.
- **Review and refresh our onboarding Process** – We will review and modernise our onboarding process to make use of digital developments and to ensure all successful candidates receive a warm welcome to Trafford.
- **Deliver targeted recruitment programmes** - We will work with Directorate/Communications Leads to deliver targeted recruitment campaigns for adult and children's social care roles and support the reduction of agency staff through the GM pledge. We will further develop specific content to promote roles in this sector on our Greater Jobs website.



## How will we measure our success?

- Increased number of work experience placements offered to students from ethnically diverse communities.
- Increased number of apprenticeship, internship, graduate and t-level placements offered across the organisation.
- Increase in the number of career graded roles offered across the organisation at varying levels.
- Pro-actively support an increased number of care experienced people engaging in work experience and employment support opportunities.
- An increased number of shortlisted applications and appointments from candidates from ethnically diverse communities.
- Incremental increase in Greater Jobs website hits for vacancies and content; we will define targets for increased hits after setting a baseline in year 1.
- Design and launch our own social media channels and strive for 500 followers in year 1 on our main channel. Incrementally increasing followers in years 2 and 3.
- Reduce the length of time between advert to making an employment offer.
- Reduced spend on agency workers.

# Learn and grow with us...

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## Introduction...

**We know that investing in learning and development has a flood of positive outcomes for our people and our organisation. In an ever-changing world a modern and innovative learning and development offer is central to our success. It supports us to attract and retain talented people and stay one step ahead of the curve.**

We recognise that the skills we have today are not necessarily the skills we need for our future growth. We want to ensure our offer not only supports people to develop in their roles and their careers but focusses on developing critical skills that underpin our corporate plan and that help us achieve our 5 corporate priorities such as digital skills development and a continuing focus on change management and leadership development.

Developing our current managers and aspiring managers remains a priority. We will continue to invest in their development so that they can role model our values and behaviours. We will upskill all our managers in core coaching skills and techniques so that coaching becomes part of everyday management and leadership practice.

Trafford, like many other organisations has an older workforce. To future proof our workforce and ensure talent continuity we will develop a more robust and formal approach to talent and succession planning specifically focusing on leadership and specialist roles. We will work with our directorates to identify jobs, skills and potential competency gaps and design a new leadership behaviour framework.

To support the growth and development of those identified under succession or as talent for the future we will design a programme to support our senior managers and our next generation of leaders to step into more senior roles. We will ensure these colleagues are equipped with a range of skills that close the gaps between operational and strategic management, have a better leadership awareness and a range of leadership styles that will help them to further develop their people and lead our organisation through future challenges. This programme will complement our existing EPIC manager programme and LEAP into Management and Leadership Programmes.

We know through our engagement survey and feedback that some colleagues do not feel as strongly as others that the “training provided is of benefit to them personally.”

We will strengthen our learning offer for colleagues who do not have line management responsibilities and develop a range of learning resources and courses, to empower colleagues to self-direct their learning. Whether this is to support them to be the best they can be in their

current role or supports their career development. More formally our Apprenticeship levy is one source of funding that we will continue to utilise to help strengthen our formal learning offer to all colleagues.

Through our Business Partners we will also work more closely with Directorates to identify specific gaps in technical and on the job training so that we are more proactive and planned in our approach. We will also continue to support our Adults and Children's Directorates to strengthen and develop the support and learning offer to our newly qualified and experienced social workers.

To support us to further embed learning into the culture of the organisation we will also focus our energies on helping our workforce become life-long learners. This means recognising that learning can take place formally, informally, and in a social context. It goes beyond just offering a set list of available courses.

We will experiment with new learning approaches and methodologies so that there are more opportunities for informal learning. We will also continue to capitalise on digital enhancements, such as viva engage, our new share-point site and our new e-learning platform to make sure that learning becomes more agile, accessible, and engaging.

**And finally...** Our current pool of qualified coaches' deliver an invaluable service to colleagues, supporting their personal and professional development. We recognise that we have not yet maximised their potential and will invest in their development and further promote the benefits and value of coaching to support us to develop and embed our coaching culture so that our colleagues have every opportunity to learn and grow with us.

## Our Achievements since 2020....

- Introduced **LEAP** into Management, Leadership and Senior leadership programmes. We have upskilled **14** colleagues resulting in **5** promotions and successes.
- Developed and In-House coaching offer. Upskilled **6 coaches** through the apprenticeship levy and supported **7** more who are progressing through the qualification. Those qualified and in training have supported **62 colleagues** with their wellbeing and personal development.
- Designed and launched our EPIC manager programme, delivering **26** cohorts, **166** Sessions and upskilling **210** managers.
- Launched a core **member induction programme** for all newly elected members.
- Designed and delivered a bespoke **change management** and **leadership programme** for adult social care colleagues.

## Our Focus 2024 – 2027...

- **Promote learning and Apprenticeship Opportunities** – We will refresh our intranet pages and continually promote the learning opportunities both formal and informal that are available at Trafford. This includes opportunities available through our apprenticeship levy and upskill programme.
- **Strengthen our Coaching Programme** – We will develop and increase our existing pool of qualified coaches. We will promote and increase reach and uptake of this service.
- **Develop a Talent and Succession Framework**- We will develop a more formalised approach to identify future talent and succession planning for senior leadership and specialist roles. We will design a leadership behaviour framework to support us to create a consistent leadership culture.
- **Develop a senior leadership development programme** – We will develop and deliver a bespoke senior leadership programme to support our heads of service and service managers to develop the competencies within our leadership behaviour framework.
- **Deliver targeted Equality, Diversity and Inclusion learning** – We will mandate anti racism, diversity and inclusion training for all elected members and senior staff as part of our Race Equity Strategy.
- **Increase training attendance** - We will work in collaboration to promote and increase attendance on training that supports awareness raising and achievement of our corporate priorities, such as Carbon Literacy.
- **Strengthen our learning and support offer to Social Workers** – We will work in collaboration with service development leads to strengthen our learning and development offer to newly qualified and experienced social workers to support their professional growth and increase retention.

- **Introduce a broader Learning Offer** – We will design and deliver a programme of courses to support all colleagues to develop in their day-to-day roles and to support their career progression and wellbeing.
- **Co-Design and Develop a Digital Skills Programme** – We will support our colleagues in IT to enable them to provide a blended programme for digital skills development to ensure that we have a digitally skilled and enabled workforce.
- **Introduce, evaluate and build upon the GM Inclusive Leaders Programme** – In collaboration with GMCA we will introduce a positive action development programme to help more staff from diverse groups to develop and progress. We will evaluate and build upon this programme.
- **Increase coaching capabilities across our leadership population** - We will upskill all our managers and leaders with coaching competencies and skills to help embed coaching in everyday leadership and management practice.
- **Implement our new E-Learning System** – We will improve our users experience and review corporate and job role specific requirements to make sure that time spent by colleagues on their personal development is targeted and relevant.
- **Maximise the opportunities of digital developments** – We will utilise all available digital developments to increase and develop our learning offer and use these developments to encourage formal and informal learning.

## How will we measure our success?

- Increased the number of colleagues accessing and completing a range of apprenticeship qualifications.
- Increased number of staff accessing our coaching service alongside a positive evaluation of colleagues who have accessed the service.
- Incremental increase in our overall engagement scores relating to “personal growth” across all employment bands specifically for questions. “The training in this job is a great benefit to me personally” and “There are limited opportunities for me to learn and grow within this organisation”.
- Increase in positive responses to b-Heard survey relating to questions under the “leadership” and my “manager” factors of engagement.
- Succession planning process completed for all CLT, Directors, Heads of Service and identified critical/specialist roles.
- Incremental increase in the percentage of promotions to senior management and critical/specialist positions filled internally.
- Successfully tested, configured, and launched our new e-learning platform ensuring that all Trafford colleagues and their historical training records are migrated successfully.
- An increased number of colleagues accessing e-learning related to their personal development.

# Belong and connect with us...

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## Introduction...

**We want Trafford to be a place where everyone connects with our vision, priorities and values and feels engaged and empowered to shape the work they do, so that we collectively achieve our ambitions as set out in our corporate plan.**

We know that feeling connected to the jobs that we do and understanding the part that we play in contributing to the overall goals of the organisation has an immense impact on how engaged our employees feel. We want all colleagues to have a clear sense of direction and a shared purpose, irrespective of which directorate they work in or role that they do. Over the next 3 years we will, therefore, focus on bringing our corporate plan and priorities to life to make them meaningful and purposeful to all.

To help colleagues to further connect with our priorities and values and to have impactful conversations we will also review, refresh, and explore how we can digitalise our EPIC Check in process. Feedback told us that whilst the current form has impacted successfully on the quality of conversations it is not always easy to navigate or applied consistently across the organisation.

We have worked immensely hard over the last few years to develop our culture to reflect our EPIC values. We have focused on developing our wellbeing offer and culture alongside enhancing our employee diversity profile.

Our EPIC Pioneers have played a key role in supporting us to promote and embed our values. Over the next 3 years we will focus on growing our network of Pioneers to support us to deliver a programme of activity that will re-energise and further embed our EPIC Values. This will help ensure that wherever anyone works in Trafford, there is consistency in how our values are lived and role modelled. Something our colleagues told is us important to them.

Our staff forums have also played an instrumental role in shaping the work that we do and supporting positive solutions to challenges. An example of which is the introduction of the Working Well Passport. This was introduced as a direct result of feedback from our disability staff group. In our work to shape this plan our colleagues told us this passport has already had a positive impact and should be consistently promoted and communicated.

We will continue to promote and collaborate with all our equality and diversity staff groups as we recognise that it's important to have safe spaces for our people to network, listen and contribute to discussions.

Alongside our informal engagement channels our engagement survey enables our workforce to share their voice on key factors of engagement such as my manager, leadership, personal growth, and wellbeing. We will undertake a further survey and encourage more people to participate and share their views so that we continue to listen and act upon their feedback.

There are already lots of opportunities to engage and network with colleagues in Trafford such as Our Leadership Summit, Leaders and All Colleague Lets' Talk events. We will continue to develop and shape these events based on colleague feedback and to highlight some of the great work being undertaken under each of our corporate priorities.

To help us to connect with colleagues even further we will maximise the digital communication tools available to us. These tools will enable us to share updates on corporate priority progress, success stories related to our values and support us to develop a culture of informal learning and sharing.

We recognise that there can be challenges in working and balancing home life. Alongside our employment policies and flexible working options, we know that having colleague wellbeing regularly on the agenda, enables us to normalise a range of topics and makes it easier for colleagues to feel empowered to look after their own wellbeing. Supporting a culture of wellbeing will continue to be a priority.

To further support individual wellbeing and to encourage a connection to Trafford, the Place and the communities we serve we will continue to promote and champion the benefits volunteering. We will review our policy and seek for ways to increase these opportunities.

**And finally...** We know if we get the working conditions right, we can achieve our ambitions for our people to feel engaged, supported and connected, that in turn can stimulate innovation and creativity.

## Our Achievements since 2020....

- Designed and Delivered **2** Leadership Summit's in **2020** and **2023**. Alongside successfully delivering **26** Leader's Let's Talk Sessions and **26** All Colleague Let's Talk Sessions.
- Designed and Delivered a Pulse Survey in 2020 with a **51%** response rate.
- Delivered our b-Heard survey in 2022 Achieving **One to Watch Status**.
- Achieved an increase engagement score in our 2022 survey from **635.1** to **649.7**. We also saw a positive increase in scores relating to Leadership, My Manager, Personal Growth, Wellbeing and Giving Something Back.
- Refreshed and revised our **wellbeing offer** with a calendar and resources with a full calendar of events in place.
- **4** Staff forums in place, with good attendance levels and helping to **shape new** solutions to how we work.

## Our Focus 2024 – 2027...

- **Reinvigorate and reinforce our EPIC Values** – We will design a programme of activity centred around our values and behaviours. We will bring our values to life further with visual cues, case studies, stories and toolkits and through informal and formal learning events and two-way communications.
- **Increase our EPIC Pioneer Membership**– We will recruit more pioneers and celebrate and promote the work of our pioneers through digital channels and our intranet.
- **Deliver Our Leaders and Colleague Let’s Talk Sessions** – We will continue to deliver our Let’s Talk Sessions to managers and colleagues. We will shape the development of these sessions based on feedback from our colleagues, whilst updating on progress and activity against our corporate priorities and EPIC Values.
- **Deliver an annual Leadership Summit** - We will build on our 2023 Leadership Summit and deliver a yearly summit to leaders across the organisation.
- **Develop a programme of engagement centred around our corporate priorities** – We will work in collaboration with our communications team to promote and embed our corporate priorities across the organisation. We will capitalise on digital developments to foster two-way communications to aid staff understanding of progress and important updates.

- **Deliver an All-Colleague Survey and act upon feedback** – We will continue to use this feedback to shape our corporate employee engagement action planning alongside regular reporting and “you said... we did” updates to ensure we continuously improve as an employer.
- **Refresh and Relaunch our EPIC Check in Paperwork and process** – We will streamline and explore how we digitalise our check in process so that it is more user friendly and easier for us to capture the outcomes and data of conversations relating to objectives, values, personal development, and succession planning.
- **Develop our Wellbeing Action Plan** –Renew this annually to ensure it underpins our People Strategy. This will build upon the current schedule of events to include but not limited to, promoting our Occupational Health Provision, Mental Health First Aiders, and delivering a variety of wellbeing training for all colleagues, focusing on key areas such as resilience and digital wellbeing alongside further developing our wellbeing offer to managers.
- **Design and Deliver a Corporate Induction Programme** – We design an induction programme that helps colleagues to feel connected to us from the start and to understand the role they and others play in shaping and contributing to our success.
- **Promote volunteering opportunities** – We will continue to promote and encourage colleagues to undertake volunteering opportunities to give something back to our local communities.



## How will we measure our success?

- Improve our overall response rate to our next engagement survey to achieve a response rate of more than 51%.
- Incremental increase to engagement questions within “my company” and “feedback” factors of engagement, relating to the questions:
  - I believe I can make a valuable contribution to the success of this organisation.
  - I feel proud to work for this organisation.
  - I am excited about where this organisation is going.
  - What is expected of me in my work is made completely clear to me.
- 75% attendance and positive feedback on the corporate induction programme.
- An increased number of EPIC Pioneers with representation across all parts of the organisation.
- An increase in engagement scores relating to the question “senior managers truly live the values of this organisation”.
- An increase in the overall engagement scores relating to Health and Wellbeing.
- An increase in attendance figures from each directorate to our Let’s Talk events.
- Obtain and promote a positive employee advocacy score relating to our Let’s Talk events and Leadership Summit.

# Stay and thrive with us...

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## Introduction...

**Alongside attracting great and diverse people to work for us it is key that we also retain high performing colleagues and create the right conditions for all to stay and thrive with us alongside a strong employment offer.**

It's also important that we know where our current and future workforce challenges will be, and working closely with our HR Directorate Business Partners, knowing what our people data is telling us will help us to channel our focus into those areas that need the HR service support the most. In feedback from the last b-heard survey in 2022, colleagues told us that they felt that some roles and responsibilities are not defined within teams, leaving confusion amongst some staff which is why we are reviewing the way we design jobs and will refresh our role profiles.

We also know that we need to do the basics beautifully, so we will have a renewed focus on ensuring that our employee experience is the best it can be and that our teams supporting it are agile, responsive and customer focused. We will continue to support managers to be great People Managers so that they lead their teams to be their best and the HR team will roll out a bespoke programme to help them to apply a range of HR policies and management practices, so they feel more confident and empowered in their roles. This will also help colleagues to feel that employment policies and processes are applied consistently. This came through strongly in the people strategy evaluation feedback.

We know that a strong employment offer has at its core, fair pay and benefits, meaningful roles, and an inclusive and supportive culture. We are proud of the progress we have made in achieving Member status for the Greater Manchester Good Employment Charter and being a Real Living Wage Accredited Employer. We will also seek to sign up to the Age Friendly Employer pledge in 2024, to sit alongside our wide range of accreditations that demonstrate we are an Inclusive and fair employer.

Alongside our ambition to attract a diverse range of talented people, it is also important to us that we retain, particularly those who are specialist or who work in roles where skills are scarce. With a wide range of career and succession opportunities, we will support professional and job-related learning and encourage growing our own talent. By providing qualification routes linked with salary progression in career grades, colleagues can choose to stay with Trafford and excel in their chosen field.

The challenges around cost of living and increased inflation have contributed to concerns around income and this played out in responses from our b-heard survey in 2022. We have worked hard to ensure that we offer a fair and competitive pay structure and that it meets equal pay compliance, and our equal pay audit will help us to identify where we may need to make some changes. Alongside this, we continually review our financial wellbeing offer and have a comprehensive package of support in place for colleagues to access and an example of where we align

to our values is when we allowed colleagues on Universal Credit to access the last pay award in 3 monthly instalments so they wouldn't lose their financial support package.

Alongside pay, it's important that we keep our ways of working under review so that our colleagues feel able to be their best and thrive at work. Colleagues told us following the pandemic that they wanted more flexibility in how they performed their roles, and we introduced our 'smart working' hybrid working model that is in place today that allows colleagues to vary where they undertake their work according to the needs of their service.

We also have a range of home and personal supportive employment policies and employee benefits, including our agile and hybrid working model to balance work, wellbeing, and home life to support us to do our best work wherever that may be. Supplemented with a range of cost-effective employee benefits ranging from salary sacrifice schemes for car lease, bike to work scheme and home technology to discounted gym membership and staff discount scheme with many high street retailers, restaurants and cinemas, our aim is to support our workforce to stay, work and thrive with us and this includes having a safe and healthy work environment.

Recognition will remain an important feature of our people priorities, and we will ensure that our colleagues feel noticed and appreciated for their part in ensuring Trafford remains a great place to work, to live and do business with. We will celebrate their success with them at our annual Time to Shine event and throughout the year with our bi-monthly EPIC Star nominations and cheers for peers thank you e-cards.

**And finally...**The most recent Local Government Workforce Survey from the LGA shows a median average labour turnover rate of 14% and our 23/24-year end figure is 11.80%. This suggests we are in a strong position to avoid the disruption that excessive turnover causes, and our focus over the next three years will enable more colleagues to stay and thrive with us.

## Our Achievements since 2020....

- Achieved **Real Living Wage** Accreditation and Member status of the **Good Employment Charter**.
- Introduced **Bike mileage** for Staff.
- Implemented Trafford **SMART** Working, supporting many staff to work in a hybrid manner.
- Delivered **2** Time to Shine Events and our EPIC Star Awards.
- Achieved member status of the **GMB Domestic Violence Charter**.
- Launched "**Your Safety, Your Wellbeing**" and a range of toolkits to update manager responsibilities and help keep colleagues safe at work.
- Achieved "**Carer Confident**" Accomplished employer status.
- Launched a shared **AVC** Scheme – A way of developing an additional pension pot with Tax and National Insurance savings.

## Our Focus 2024 – 2027...

- **Sign up to the Age Friendly employer Pledge** - We will demonstrate our commitment to support employment and retention of older workers underpinned by a range of supportive policies and initiatives to that they feel valued and stay with us so that we can benefit from their experience in developing our future talent pipeline.
- **Undertake an equal pay audit** – we will demonstrate our compliance with an equality proofed pay structure and consistency in pay and grading, benchmarking with our local authority & GMCA peers.
- **Embed more career grades into the pay structure** – we will create linked career grades that allow progression across multiple grades and access into senior leadership roles linked to our ambition for a talent and succession pipeline of the next generation of leaders.
- **Embed colleague recognition in all we do, enhancing our current offer** – we will deliver our EPIC stars, Cheers for Peers and annual Time to Shine and Long Service achievement events and learn year on year from what went well.
- **Enhance our workforce planning and people analytics capability** we will invest in workforce planning capacity and use our census and protected characteristics data to inform and shape our workforce strategies to improve diversity in the workforce and especially at senior levels.

- **Refresh our role profile** - we will design jobs that have purpose and meaning, are clearly stated and understood, and colleagues can feel a real sense of achievement clearly able to see where they can make their impact in supporting achievement of Council's priorities.
- **Refresh our health and safety policy** – we will review our policy and processes so that we remain able to offer a safe and healthy work environment and all risks are minimised.
- **Continually improve the employee experience** – we will work hard to ensure we get the basics right so that from day 1, any changes to employment contracts are enacted and communicated in a timely, accurate and professional way, working seamlessly with our colleagues in the HR Shared Service and utilising digital platforms where we can.
- **Design and deliver a bespoke training programme for managers on 'How to HR'**. We will deliver a blended programme for managers focussing on people management policies and process so that our managers feel supported and empowered within their roles.
- **Maintain our accreditation to the Good Employment Charter** - taking steps to elevate practices in the characteristics as required by the charter standards.

## How will we measure our success?

- Achieve age friendly accreditation.
- Maintain stable levels of turnover at 12% or below ensuring we are below the national average.
- Incremental increase in engagement scores relating to the questions under fair deal and feedback factors.
- Reduce number of permanent staff who leave within the first 2 years of employment.
- Reduce sickness absence days to 9.5 and reduce incrementally in years 2 and 3.
- Introduce a refreshed role profile.
- Complete an equal pay audit by March 2026.
- Increase nominations for our recognition schemes - EPIC stars and annual Time to Shine event.
- Implement a refreshed health and safety policy.

# Working in Partnership with us...

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## Introduction...

**Working with us also extends to the relationships we build via our partnership and collaborations . We know it is important to foster great relationships to help us respond to the challenges we face. We are always stronger together.**

Since 2017, we have worked in partnership with Greater Manchester Police to provide a transactional HR, Payroll and Pension Shared Service across our workforce. It is the only non-NHS public sector collaboration of its kind in Greater Manchester (GM), and this not only saves us money, but also builds resilience and allows us to navigate complex situations more easily, because of the relationships we have built.

We provide people services to schools and other organisations across Greater Manchester. This allows schools to access support in areas such as health & safety, wellbeing, HR Consultancy, recruitment advertising, payroll, and pension services. Working with schools increases our resilience, whilst creating a conduit for schools to learn from each other. That is why we want to continue to grow our service offer and remain the service schools choose to trust with their people services, whilst responding to the challenges of academisation.

We also work in partnership with colleagues across Trafford to embed our four Equalities Strategy objectives - inclusive leadership, improving equalities workforce data collection, reducing health inequalities, and reducing hate crime. Across GM, with our local authority colleagues, we are also collaborating to embed a culture of inclusion, with a focus on a fairer Greater Manchester for all. We are working together on producing a Trafford Race Equity framework that aligns to the Greater Manchester strategy and a refreshed Equalities Strategy for 2025 onwards.

**And finally.....** as an active member in the family of Greater Manchester Local Authorities, this has allowed us to collaborate on several key contracts, helping us to ensure we get good value for money and reducing contract management overheads. It also allows us to share best practice and data intelligence with our local authority colleagues in those common areas of employment challenge, so we don't duplicate effort and we fully maximise our people resource and budgets.

## Our Achievements since 2020....

- Reviewed and recontacted our **collaborative contracts** with our Local Authority partners, including our Me learning, GreaterJobs, Applicant Tracking System, and our Occupational Health Contract.
- Supported the GM Civic and Community Leadership Programme, aimed at **increasing the representation** of people from **ethnically diverse communities** in areas of civic and public life.
- Joined a **collaboration** for the renewal of **iTrent contract**, allowing GMP and the Council and made **significant savings** across the life of the contract when compared to the cost of the product on other frameworks.
- **Extended** our level of HR support with an external client, whose purpose aligns with our **corporate priority** of healthy and independent lives for everyone, with payroll and HR consultancy services.
- Introduced **targeted HR support** to clients to positively address future budget challenges.

Continued to roll out **self-service functionality** to the customers we work with, securing our relationships whilst also increasing access for hard-to-reach groups.

## Our Focus 2024 – 2027...

- **Strengthen our HR offer to schools** – We will review and update our HR Offer and explore new opportunities to deliver our services to organisations across Greater Manchester, whilst responding to the challenge of academisation.
- **Renegotiate our partnership agreement with Greater Manchester Police** – We will agree a plan for the future to ensure that our ways of working feel fair to both organisations.
- **Develop an employee relations tracker** – We will develop an employee relations tracker through our I-Trent system which will enable us to report and track data more accurately.
- **Re-tender and secure our collaborative contract for the Employee Assistance Programme** – We will ensure that confidential, free, 24/7 support is available to our employees when they need it most.
- **Seek new opportunities to collaborate on people related procurement activity** – We will ensure that we secure products and services that are value for money and well supported by our providers.

- **Maximise social value opportunities in all people related contracts** - We will ensure that we understand and track opportunities to maximise value for the benefit of Trafford.
- **Improve the customer experience** – We will introduce a new digital customer relationship management (CRM) platform that will provide us with more streamline ways to communicate, with better data and reporting functionality.
- **Continue to work closely with HR networks** – We will continue to work closely together and share best practice and learning and consider opportunities to collaborate.
- **Support the achievement of a refreshed Equalities Strategy** - We will work with colleagues to update the Equalities Strategy so that from an employer perspective, we can meet our public sector duty responsibilities.
- **Support the achievement of Trafford’s Race Equity strategy** -We will work with colleagues across GM and Trafford to embed a race equity framework that aligns to the GM Strategy.

## How will we measure our success?

- Evaluate all future contracts to establish where collaboration can be achieved.
- Produce and promote an updated HR offer to clients requesting HR services.
- New Employee Assistance Programme contract in place and working well.
- Successful implementation of the employee relations tracker on I-Trent.
- Clear visibility of Social Value opportunities for people related contracts for Trafford with an increase in utilisation.
- Implementation of a refreshed digital CRM platform.
- Refreshed Trafford Equalities Strategy in place and reflective of our public sector employer duty.
- The Trafford Race Equity framework is in place and all people related aspects are communicated and implemented.



# A Great Place to Work...

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## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 2<sup>nd</sup> September 2024  
**Report for:** Information  
**Report of:** Director of Human Resources

### Report Title

**Environmental Health and Trading Standards Officers - Market Supplement**

### Summary

This report provides an update in relation to a market supplement payment for Environmental Health and Trading Standards Officers.

### Recommendation(s)

It is recommended that Employment Committee: -

- Note and approve a market supplement payment of £2,182 per annum (pro rata) for Environmental Health and Trading Standards Officers with effect from 1 April 2024 for a period of 2 years.
- Note that a review of the payment will be undertaken in line with the current policy arrangements in 12 months time.

Contact person for access to background papers and further information:

**Name:** Nigel Smith, Head of Regulatory Services  
**Contact:** nigel.smith@trafford.gov.uk

Background Papers: None

*Implications:*

Relationship to Corporate Priorities	<i>The Environmental Health and Trading Standards Officer roles directly contribute to the Council's corporate priorities of reducing health inequalities and addressing our climate crisis.</i>
Relationship to GM Policy or Strategy Framework	<i>Not applicable - the decision to pay a market supplement is a local decision.</i>
Financial	<i>There is an additional financial cost arising from the payment of a market supplement. This will be met from within the exiting service budget.</i>
Legal Implications	<i>The Environmental Health and Trading Standards Officer roles both involve regulatory enforcement. The ability to recruit and retain staff is therefore crucial to the Council meeting its statutory responsibilities.</i>
Equality/Diversity Implications	<i>Not applicable</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 supplement is to lessen recruitment and retention challenges</i>
Risk Management Implications	<i>There is a risk that if we do not implement the market supplement that we may face increased remuneration and retention challenges.</i>
Health and Safety Implications	<i>Not applicable</i>

## **1.0 Background**

- 1.1 Environmental Health Officers (EHOs) and Trading Standards Officers (TSOs) provide a wide range of statutory functions for Trafford Council, covering fair and safe trading, food hygiene & standards, workplace health and safety, infectious disease control, animal welfare and licensing, safety at sports grounds, private sector housing enforcement, statutory nuisance and pollution control.
- 1.2 Local authorities across the country are struggling to recruit EHOs and TSOs, with the biggest challenge being an aging workforce and a decline in the number of people gaining the required qualifications. In addition, there has been an increase in qualified staff moving into the private sector to access a higher salary.
- 1.3 In Trafford, there have been significant recruitment and retention issues for EHOs and TSOs in recent years. Trafford have lost five EHO's and a TSO in the last couple of years to higher paid positions in other local authorities (mainly in Greater Manchester), and in the last six months the service has also lost an EHO and a TSO through retirement.
- 1.4 A breakdown of Trafford Council's EHO and TSO workforce is as follows: -

Position	FTE in post	FTE vacant posts
Environmental Health Officers	8.8	3.4
Trading Standards Officers	0	2

- 1.5 Within Regulatory Services there are currently 3.4 FTE vacant EHO posts and 2.0 FTE vacant TSO posts. This represents a significant proportion (38%) of the workforce within these teams.
- 1.6 Several attempts have been made to recruit to the vacant posts, but with a national shortage of suitably qualified candidates together with the lower salary paid by Trafford compared with other local authorities, we have been unsuccessful.
- 1.7 The majority of the statutory functions undertaken by EHOs and TSOs can only be carried out by suitably qualified officers, which means that the service are unable to recruit unqualified candidates. The service has recruited two Regulatory Compliance Officer apprentices; however these are 3-year training programmes and the post holders will not be able to act as a replacement for an EHO or TSO due to restrictions on certain regulatory functions.
- 1.8 There is currently a reliance on agency spend and overtime to complete certain statutory functions, for example, food inspection programmes and age-related sales testing.
- 1.9 Most other Greater Manchester authorities are offering higher salaries for identical jobs. With other local authorities also advertising positions on higher salaries this makes Trafford's attempts to recruit challenging. Not only does this impact our recruitment into the posts, but it also attracts our existing staff to move from their posts in Trafford.
- 1.10 Benchmarking was undertaken across other Greater Manchester authorities, and the following table shows a breakdown of how Trafford's EHO / TSO salary compares to other authorities: -

GM Local Authority	EHO / TSO Salary – Top of Scale
Salford	£47,420
Oldham	£44,482
Manchester	£43,421
Wigan	£42,403
Tameside	£42,403
Stockport	£42,403
Bury	£41,418
Trafford	£40,221
Bolton	£39,186
Rochdale	£37,336

- 1.11 The above table shows that Trafford are ranked 8<sup>th</sup> overall for the maximum salary paid to EHOs and TSOs compared to other GM local authorities. Six of the neighbouring authorities in Greater Manchester are paying between £2,182 and £7,199 additional salary (at top of scale) per year for identical roles.
- 1.12 Officers are aware of salary differences across Greater Manchester and wider authorities, as there have been several posts advertised and officers openly discuss Trafford's lower rate of pay for EHOs and TSOs.
- 1.13 The risk of not granting a market supplement to these posts is that Trafford will be unable to recruit to the current vacant posts. In addition, there is a risk of not retaining existing staff with further people leaving the authority for better paid positions elsewhere. A high proportion of our existing EHO's have worked at Trafford for a long time and their local knowledge and experience is of great value and would be difficult to replace.
- 1.14 In addition, officers in the teams are already under considerable pressure to meet increasing workloads and statutory functions on behalf of the Council, as they have been impacted by past reductions in staffing following restructures, and the impact of being unable to recruit to vacant posts is adding to this.

## **2.0 Market Supplement**

- 2.1 A Market Supplement Request Form was submitted to the Pay and Reward Team. As a result of the ongoing recruitment and retention difficulties, and the difference between Trafford's salary compared to the market rate at other local authorities, it was agreed that the EHO and TSO posts would qualify for the payment of a market supplement in line with the Council's Market Supplement policy.
- 2.2 Factoring in the £2,182 market supplement payment this increases the maximum annual salary to £42,403 per annum. This means that EHOs and TSOs are now paid an equivalent maximum salary to three other GM local authorities and sees our ranking increase to joint 4<sup>th</sup> overall.

## **3.0 Recommendation**

- 3.1 It is recommended that Employment Committee: -
- Note and approve a market supplement payment of £2,182 per annum (pro rata) for Environmental Health and Trading Standards Officers with effect from 1 April 2024 for a period of 2 years.
  - Note that a review of the payment will be undertaken in line with the current policy arrangements in 12months time.

## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 2 September 2024  
**Report for:** Information  
**Report of:** Director of Human Resources

### Report Title

**Agency and Consultant Spend for Q1 Period - 1 April 2024 to 30 June 2024**

### Summary

This report details the quarterly spend for the Council on agency workers and consultants. Spend is broken down by quarter and by Directorate. The report details 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 delivery of our corporate priorities.
Relationship to GM Policy or Strategy Framework	We are part of the GM Pledge for Social Work agency provision.
Financial	The cost of using agency workers is carefully managed and monitored through existing budgets.
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 via Agency where there is a compelling case to do so. Vacancies are subject to approval by the relevant Corporate Director. The Director of HR and Director of Finance also currently oversee a vacancy pause to support budget pressures. The current vacancy pause excludes Health and Social Care, front line operational roles and services managed through Joint Management Boards (GMSS and STAR). A rigorous recruitment process is followed which prioritises employees on notice from redundancy (redeployees) and “at risk” staff (those employees where there is a real risk of redundancy) before we advertise roles.
- 1.2 In addition, we encourage a culture where we grow and develop skills of our existing workforce and offer career development and secondment opportunities within the council.
- 1.3 We recognise, 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 where we have recruitment and retention difficulties. This means that 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.
- 1.4 The total agency spend in Q1 2024/25 was £1,892,864.16. This figure has reduced by £78,840.05 compared with Q4 2023/24 where the spend was £1,971,704.21.
- 1.5 Appendix 1 details the agency spend breakdown for Quarter 1 2024/25 by Directorate and role.
- 1.6 Appendix 2 shows a snapshot of the percentage of agency workers compared to Council staff as at June 2024.
- 1.7 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 Q1 2024/2025 agency spend in Childrens Services totalled £1,353,536.18. This includes spend via REED totalling £1,065,328.92 and spend on the Social Worker Agency Framework (SWAF), totalling £288,207.26.
- 2.1.2 Agency spend in Q1 2024/25 has reduced by £50,334.62 when compared with Q4 2023/24 (where the spend was £1,403,870.80).  
  
The spend has increased when compared to the same quarter last year Q1 2023/24 where the spend was £1,035,334.48.
- 2.1.3 The largest proportion of the Q1 2024/25 agency spend is on Qualified Social Worker roles and Advanced Practitioners with spend with Reed of £699,664.89 and £258,225.30 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 historically REED were unable to meet our staffing requirements. The SWAF helped us, therefore, to manage these gaps and created some flexibility whilst still operating in a framework. The total spend via SWAF in Q1 2024/25 was £288,207.26. This spend has reduced compared to Q4 2023/24 (the spend in Q4 was £361,135.29).
- 2.1.5 Under the Social Work Agency Framework (SWAF) we awarded contracts to 3 agencies (HCL, Paradigm and Liquid Personnel) in June 2021 for a period of 3 years. This current framework agreement expired in June 2024 with formal approval being sought to extend the arrangement until 31 December 2024.
- 2.1.6 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.
- 2.1.7 We continue to work in partnership with the Director of Safeguarding and Practice Improvement, 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. Through individual conversations we share information about the benefits of working at Trafford on a permanent contract.
- 2.1.8 GM Pledge update – In GM Qualified Social Care represents 49% of total agency spend with Reed, and headcount remains 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 GM collaboration, Directors of Childrens Services have worked closely with HR Directors and the GM Pledge has been introduced from 1 November 2023 (this aligns to the London Pledge).

2.1.9 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 has included the introduction of price caps on what local authorities may pay per hour for an agency social worker, advanced practitioner, and manager. 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 been finalised and Trafford Council have no workers in place with Reed or SWAF above the capped rates. The introduction of these rates has had no impact on the quality and cost of workers at Trafford. With the continuing successful implementation of the GM Pledge, we can be optimistic that 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 to address the permanent pay situation for Social Work roles and we continue to influence the discussions on this matter.

## **2.2 Adult Services**

2.2.1 In Q1 2024/25 the spend in Adult Services totalled £259,101.70 via Reed our Umbrella agency. This has slightly increased (+£11,576.31) when compared with Q4 2023/24 when the spend totalled £247,525.39.

2.2.2 This has slightly increased when compared to the same quarter last year Q1 2023/24 where the spend was £243,674.75.

2.2.3 The largest spend in Q1 2024/25 was a combined spend on qualified agency social workers (£139,027.11) and advanced practitioners (£44,346.36) totalling £183,373.47. This has increased when compared to the spend in Q4 2023/24 which was £157,396.96 (Social Workers £135,600.51 and Advanced Practitioners £21,795.94).

2.2.4 The next biggest spend in Q1 is on Support Workers at Ascot House and Supported Living which totals £59,590.84. Spend has reduced slightly when compared to Q4 2023/24 (where the spend was £63,411.27).

2.2.5 To support career development and attraction into the sector, Adults Trafford Learning Academy provides a mechanism for a rolling recruitment programme. It has 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.

- 2.2.6 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 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 It also provides a range of support to aid staff retention, such as confidential 1:1 support around career aspirations and development. Research in Practice Communities of Practice groups to support workers CPD, and group learning support for newly qualified Social Workers. The Academy in collaboration with HR leads on the Social Work Degree Apprenticeship for Adults. This is an internal offer to the ASC workforce offering up to 3 apprenticeships per annum.
- 2.2.8 The Learning Academy is proactively supporting school students with their work experience opportunities in Year 10, by linking students seeking work experience with local social care providers. This 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.
- 2.2.8 Following the implementation of a market supplement for qualified Social Workers, along with the launch of the new recruitment approach we have seen a reduction in the number of vacancies in the service.

### **2.3 Childrens and Adults Services Social Work Development**

- 2.3.1 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. 6 NQSWs have started in Childrens Services in this period and 2 in Adults Services. This programme involves support and assessment against the Post Qualifying Standards in their first year in practice. In total we have 11 colleagues registered and undertaking the ASYE programme in Adult Services and 20 colleagues in Childrens Services.
- 2.3.2 Social work students: We have placed 4 students so far this academic year within Childrens services and 2 in Adults Services. Students on placement with us are engaged with regularly and those in their final year are encouraged to apply for vacancies with Trafford Council upon completion of their degree.
- 2.3.3 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 Manchester Metropolitan university, with extended practice development opportunities within their substantive roles. To

date we have supported 16 colleagues to complete the Social Work degree, with the following cohorts in progress.

- Cohort 4 – There are 7 colleagues on cohort 4 who are progressing well and are currently undertaking placements (Childrens Services X4, Adults X3).
- Cohort 5 – There are 3 colleagues who will started on the programme in March 2024, they have all completed the first six months of the course successfully (Childrens Services X2, Adults X1).
- Cohort 6 – Childrens Services recruited 3 colleagues in June who will start the course in September 2024.

Once graduated, the new qualified workers move into vacant social work positions identified in our Adults or Childrens Directorate.

2.3.4 Career progression – We continue to roll out a new approach to this pathway in both directorates. In Children’s services, Band 7 social workers (post ASYE) evidence their practice against the Experienced Social Worker level of the Professional Capabilities Framework (PCF) before their progression is confirmed. This process is working well with great feedback received. In Adults Services, social workers currently attend a university module at Masters level at Salford University, before preparing a portfolio of practice evidence for a panel. Changes to the consolidation module are being considered in Adult Services.

2.3.5 A Senior Leadership Team Away Day took place in the Adults Services directorate as the operating model for the service takes shape aligned to emerging Locality neighbourhood and community services transformation that should further support with retention as working models mature and become embedded. There is a plan to hold a follow-up session later in the year to finalise the operating model and develop a strategy around how the directorate will achieve its ambitions.

## **2.4 Legal and Governance**

2.4.1 In Q1 2024/2025 the total agency spend in Legal and Governance was £233,634.32. This spend has reduced. In Q4 2023/24 the spend was £260,629.08.

2.4.2 The largest spend in Q1 is on solicitors with spend of £229,930.29. This remains fairly static when compared to both Q4 2023/24 which was £246,596.34 and Q3 2023/24 which was £237,970.49. 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.

2.4.3 A review has been concluded to identify a solution to the recruitment and retention of these staff. Several options are being progressed 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 to aid attraction.

2.4.4 In November 2023 a proposal was made to develop an academy for in-house lawyers to support their Growth and Development and to help to help Local Authorities across GM with the recruitment and retention of lawyers. The pilot programme is aimed at lawyers working in the commercial or property teams, with at least 5 years Post Qualifying Experience. Trafford have one member of staff on the pilot scheme who will be upskilled in property and contract law. The first year of the pilot training is a programme of facilitated learning with a training session each month. The pilot will run for 18 months with a view to introduce a formal qualification if the scheme is successful.

## **2.5 Finance and Systems**

2.5.1 In Q1 2024/25 the total agency spend in Finance and Systems was NIL. The spend in the previous Q4 was also NIL.

## **2.6 Place**

2.6.1 In Q1 2024/25 agency spend in Place totalled £2,155.69.

2.6.2 Agency spend has reduced when compared to the spend in Q4 2023/24 which was £12,097.43. In Q3 2023/24 the spend was £49,755.70. So overall there has been a significant reduction in this area.

2.6.3 The spend in Q1 relates to the engagement of 2 roles – ESOL assessor and Business Support Officer.

## **2.7 Strategy and Resources**

2.7.1 In Q1 2024/25 the total agency spend in Strategy and Resources was £44,436.27. This remains static when compared to Q4 2023/24 where the spend was £47,581.51. However, the spend with Reed and the off-contract supplier has been reversed. This is because Reed is now able to fulfil cleaning shifts in schools by using a local supplier in Trafford. This represents better value for the service and the Council as the Reed contract is more flexible and margins are more competitive.

In Q1 the spend with Reed was £38,880.47 and £5,555.80 was off contract with Berry recruitment. Totalling £44,436.27 (79 Assignments).

In Q4 the spend with Reed was £3,390 and £44,190.99 was off contract with Berry recruitment. Totalling £44,190.99 (65 Assignments).

2.7.2 Agency spend has reduced when compared with Q1 2023/24 which had a total where the spend was £71,221.16.

2.7.3 The total agency spend this quarter has been within Operational Services for Education in Catering and Cleaning Services. Berry recruitment are used for catering cover in schools and Reed for a chef at the Terrace and also cleaners in schools.

### **3. Summary Agency Spend Position**

3.1 The total agency spend in Q1 2024/25 was £1,892,864.16. This includes agency spend with Reed, the Social Worker Agency Framework (SWAF) and Berry Recruitment broken down as follows:

- Reed £1,599,101.10
- SWAF £288,207.26
- Berry Recruitment - £5,555.80

3.2 The total agency spend in Q4 2023/24 was £1,971,704.21 so the spend has reduced this quarter.

3.3 In the corresponding Q1 2023/24 the overall spend was £1,581,444.51. Therefore, the spend has increased 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. As outlined above work continues to try to mitigate this and move to a more stable resourcing position. Legal Services are also recruiting locums due to challenges in recruiting permanent staff.

3.5 The majority of the agency spend was through Reed (our umbrella agency) where the spend was £1,599,101.10. The next largest spend of £288,207.26 was via the Social Worker Agency Framework. Much of pressure continues to be the difficulties recruiting qualified Social Workers. The remaining spend of £5,555.80 was for cooks and cleaners with Berry Recruitment.

3.6 We will continue to monitor agency spend and provide reports for visibility and progress resourcing actions to support a more permanent workforce.

### 3. Annual Agency Spend across GM

**Table (1):** The table below highlights the 12 months agency spend to June 2024 with REED, our umbrella agency provider across Greater Manchester by Local Authority. Trafford are 10<sup>th</sup> largest spend out of 17 organisations in the collaboration.

Spend (.000)	Spend	Heads	Days	Total Hours	Standard	Overtime	-	Current Year	Client	Directorate	Division	Dept	CC Name	Cost Code
Client	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total	
Agma-Blackburn With Darwen Council	67,383	84,556	121,290	96,171	117,982	147,486	96,354	126,771	146,428	92,220	113,647	127,159	1,337,448	
Agma-Blackpool Council	87,665	76,371	106,322	101,584	107,763	137,011	104,779	149,464	170,404	101,292	108,498	111,793	1,362,944	
Agma-Bolton Council	648,266	588,080	713,907	601,990	629,809	791,585	672,488	646,217	827,034	658,594	670,044	815,606	8,263,621	
Agma-Bury Council	672,061	625,171	772,840	643,701	644,541	772,234	616,771	708,087	946,815	689,187	771,877	838,544	8,701,829	
Agma-Greater Manchester Fire & Rescue	6,945	16,533	23,834	17,893	17,798	34,970	31,354	40,869	53,879	42,226	38,364	54,988	379,652	
Agma-Greater Manchester Police	748,578	668,726	827,765	717,231	672,805	836,798	573,549	698,357	964,559	758,167	429,321	533,699	8,429,554	
Agma-Manchester City Council	1,932,504	1,901,059	2,321,714	1,802,143	1,871,604	2,293,126	2,253,824	1,950,817	2,502,304	1,962,745	1,927,510	1,836,449	24,555,798	
Agma-Oldham Council	768,808	806,905	935,463	914,050	859,103	1,156,042	901,235	933,281	1,151,978	815,006	937,658	1,190,048	11,369,578	
Agma-Operation Manteline	29,579	18,930	26,107	24,058	21,648	27,913	15,928	23,629	33,199	23,644	22,546	27,718	294,899	
Agma-Ops Resolve	105,305	103,858	127,937	119,925	122,849	152,690	111,457	146,637	182,977	147,381	153,448	180,400	1,654,865	
Agma-Rochdale Borough Council	552,971	582,011	716,705	634,613	711,003	865,121	679,663	748,726	964,903	655,210	670,832	800,374	8,582,131	
Agma-Salford City Council	592,904	620,099	705,239	622,189	597,977	812,288	570,253	641,912	787,912	513,689	512,233	626,571	7,603,265	
Agma-Stockport Metropolitan Borough Cou...	370,222	388,471	461,862	383,994	401,526	491,927	330,405	358,217	399,999	270,213	239,316	289,608	4,385,760	
Agma-Tameside Metropolitan Borough Cou...	654,414	593,268	735,670	603,021	570,691	731,436	508,331	610,689	838,257	676,141	774,646	1,033,188	8,329,753	
Agma-Trafford Council	467,333	478,341	610,387	550,124	488,784	621,915	408,734	511,793	698,599	466,141	482,463	561,978	6,346,592	
Agma-Transport For Greater Manchester	27,317	40,062	54,228	42,634	32,976	38,178	25,709	26,554	56,785	51,240	38,912	59,563	494,157	
Agma-Warrington Borough Council	299,811	379,795	485,685	376,829	304,669	405,061	302,638	395,005	477,291	332,142	344,546	363,599	4,467,073	
Agma-Wigan Council	475,500	516,994	541,868	472,195	593,317	638,319	445,651	612,985	872,999	461,326	508,106	572,870	6,712,130	
<b>Total</b>	<b>8,507,567</b>	<b>8,489,229</b>	<b>10,288,823</b>	<b>8,724,345</b>	<b>8,766,846</b>	<b>10,954,101</b>	<b>8,649,120</b>	<b>9,330,010</b>	<b>12,076,321</b>	<b>8,716,565</b>	<b>8,743,965</b>	<b>10,024,156</b>	<b>113,271,048</b>	



**Table (2): Spend by job category with Reed our umbrella agency provider across Greater Manchester**

Job Category	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total
	54,790	51,256	57,140	35,291	38,310	48,008	39,361	37,331	37,397	26,000	36,781	699,827	1,161,491
Admin & Clerical	314,963	324,620	385,250	379,747	354,201	470,001	375,597	362,255	473,321	369,786	359,218	409,383	4,578,343
Education - Non Qualified		5,219				5,922	5,922	8,460	4,230		5,502	9,568	44,824
Education - Qualified	3,546	64	1,556	1,997	3,247	16,166	12,384	14,179	23,561	7,686	27,483	25,422	137,291
Engineering & Surveying	124,192	137,002	172,562	130,733	155,894	180,231	107,751	160,031	211,136	138,888	150,031	158,424	1,826,873
Facilities & Environmental Services	6,691	6,329	7,957	3,572	3,868	14,485	10,632	10,086	5,024	3,971	6,048	4,294	82,957
Financial	60,340	51,380	63,899	46,457	49,415	58,201	37,630	57,815	93,019	62,069	85,363	97,383	762,972
Housing, Benefits & Planning	71,091	71,158	111,575	102,872	99,206	101,398	81,030	81,914	128,939	92,353	88,239	103,155	1,132,930
HR	33,482	43,693	54,140	45,348	52,072	65,819	37,701	43,430	55,139	52,809	46,221	69,720	599,575
Investigation	641,804	566,088	711,745	568,431	550,337	661,373	465,810	559,476	804,553	622,110	314,286	403,723	6,869,537
Legal	629,643	610,063	727,003	669,859	653,697	816,515	513,016	659,560	842,026	616,047	646,676	740,964	8,125,070
Management	152,374	149,912	208,991	177,518	135,284	179,125	124,840	137,518	172,931	177,651	161,587	182,373	1,960,104
Manual Labour	604,604	669,029	711,631	529,708	494,596	579,004	742,960	619,057	748,635	526,887	561,473	712,606	7,500,190
Marketing			2,901	1,242	6,202	8,969	9,197	12,720	38,742	15,877	15,537	18,307	129,693
Procurement	10,466	25,405	37,165	27,593	26,247	36,563	23,472	32,782	31,297	11,349	26,090	19,355	307,784
Social & Health Care - Non Qualified	306,447	314,603	430,244	349,105	369,323	444,292	414,396	420,052	581,215	462,201	492,455	446,462	5,030,795
Social & Health Care - Qualified	4,104,445	4,032,787	4,974,268	4,407,343	4,432,562	5,753,188	3,888,465	4,613,815	5,824,757	4,083,265	4,368,308	5,086,443	55,569,647
Technology	321,440	321,882	384,017	352,366	340,973	442,174	275,626	390,013	483,502	344,309	362,105	457,323	4,475,731
Trades & Operative	280,792	265,195	321,441	228,840	258,391	312,169	316,339	305,275	400,284	333,486	317,556	379,422	3,719,190
UNKNOWN BOOKING	786,456	843,544	925,338	666,324	743,020	760,497	1,167,191	804,239	1,116,613	769,820	673,008		9,256,050
<b>Total</b>	<b>8,507,567</b>	<b>8,489,229</b>	<b>10,288,823</b>	<b>8,724,345</b>	<b>8,766,846</b>	<b>10,954,101</b>	<b>8,649,120</b>	<b>9,330,010</b>	<b>12,076,321</b>	<b>8,716,565</b>	<b>8,743,965</b>	<b>10,024,156</b>	<b>113,271,048</b>



#### 4. **Consultant Spend**

4.1 The total spend in Q1 2024/25 was £92,627.00. The spend breaks down as follows:

Children's	Adult & Well-being Services	Governance and Community Strategy	Finance and Systems	Place	Strategy & Resources
£72,067	£16,184	£0	£0	£4,375	£0

4.2 This quarter the spend has reduced compared to Q4 2023/24 where the spend was £158,614.00.

4.2 During Q1 2024/25 consultants were engaged in Children's Services, Adults and Place. The consultants have been engaged to undertake bespoke pieces of work, such as an independent chair of the SEND board, service redesign, service improvement and bespoke training. We have also engaged a consultant who is reviewing safeguarding processes and the quality of practice of work. In Adults a consultant is engaged to support the establishment of the Improving Live Everyday (ILE) Development Board and the ILE Development Programme. In Place the consultant is working in Trading Standards.

4.3 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.

#### 5. **Conclusion**

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

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

Appendix 1

**Trafford Council Agency Spend By Directorate Q1– 2024/2025**

Directorates	Job Title	Number of Active Assignments	Total Cost
Childrens	Social Worker Reed	38	£625,357.69
	Social Worker / Advanced Practitioners SWAF	17	£258,225.30
	Advanced Practitioner Reed	5	£55,562.36
	Practice/Team/Service Manager Reed	11	£221,049.24
	Practice Manager SWAF	2	£29,981.96
	Childcare Assistant/Worker	11	£13,841.17
	Family Contact Worker	1	£8,640.29
	Personal Advisor	3	£20,576.57
	Residential Childcare Officer	16	£41,262.84
	Business Support Officer	5	£17,571.05
	Strategic Lead Quality & Improvement	1	£42,722.87
	Independent Reviewing Officer	1	£18,744.84
	<b>Total</b>	<b>111</b>	<b>£1,353,536.18</b>
Adults	Catering Asst/Chef/Domestic	17	£11,664.09
	Advanced Practitioner	3	£44,346.36
	Social Workers	17	£139,027.11
	Support Worker	51	£59,590.84
	Support Work Team Leader	1	£4,473.30
	<b>Total</b>	<b>89</b>	<b>£259,101.70</b>
Finance and Systems	<b>Total</b>	<b>NIL</b>	<b>NIL</b>
Legal & Governance	Solicitor/Lawyer	12	£229,930.29
	Governance Officer	1	£3,704.03
	<b>Total</b>	<b>13</b>	<b>£233,634.32</b>
Place	ESOL Assessor	1	£1,370.05
	Business Support – Parking Services	1	£785.64

	<b>Total</b>	<b>2</b>	<b>£2,155.69</b>
Strategy and Resources	Reed (cooks and cleaners in schools)	60	£38,880.47
	Berry Recruitment (cooks in schools)	19	£5,555.80
	<b>Total</b>	<b>79</b>	<b>£44,436.27</b>
<b>All directorates</b>	<b>Grand Total</b>	<b>294</b>	<b>£1,892,864.16</b>

## Appendix 2

Snapshot of the percentage of agency workers compared to Council staff as at June 2024.

Workforce Measure	2023/2024 Council (total)	Current Quarter - 1 (April to June)						
		Council	Children's Services	Adult Services	Finance and Systems	Strategy and Resources	Legal and Governance	Place
<b>Staff in Post</b>								
Staff in post (HC) - end of quarter	2517	2548	587	475	194	1002	52	238
Staff in post (FTE) end of quarter	1946.80	1973.9	473.9	415.3	183.3	626.7	45.7	229.0
<b>Temporary Resource</b>								
Agency staff (HC) in quarter	448	269	108	91	0	55	13	2
Percentage of agency workers to perm staff	17	10	18	19	0	5	25	0.8

### 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.

Please note: Agency workers will be working ad hoc shifts and not all will be on full/part time assignments.

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