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TRAFFORD COUNCIL

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 12 December 2016

Time: 10.30 a.m.

Place: Committee Room 1, Trafford Town Hall, Talbot Road, Stretford, M32 0TH.

A G E N D A	PART I	Pages
1. ATTENDANCES		
To note attendances, including Officers and any apologies for absence.		
2. MINUTES		1 - 4
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 5 September 2016.		
3. STAFF TERMS AND CONDITIONS - PROPOSED EXTENSION OF MANDATORY UNPAID LEAVE		5 - 8
To receive a report of the Acting Director of Human Resources.		
4. AGENCY SPEND 1 JULY - 30 SEPTEMBER 2016		9 - 18
To receive a report of the Acting Director of Human Resources.		
5. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY		
To consider an oral report of the Acting Director of Human Resources.		
6. GREATER MANCHESTER SHARED SERVICE - GREATER MANCHESTER POLICE COLLABORATION		
To receive an oral update of the Acting Director of Human Resources.		

Employment Committee - Monday, 12 December 2016

7. URGENT BUSINESS (IF ANY)

Any other item or items which, by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

THERESA GRANT

Chief Executive

Membership of the Committee

Councillors B. Rigby (Chairman), Mrs. P. Dixon (Vice-Chairman), J. Bennett, M. Cawdrey, N. Evans, C. Hynes and D. Jarman.

Further Information

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

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This agenda was issued on **Friday, 2 December 2016** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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Public Document Pack Agenda Item 2

EMPLOYMENT COMMITTEE

5 SEPTEMBER 2016

PRESENT

Councillor B. Rigby (in the Chair).

Councillors Mrs. P. Dixon (Vice-Chairman), M. Cawdrey, N. Evans, C. Hynes and D. Jarman.

In attendance

Lisa Hooley

Director of Human Resources

Mark Jones

Interim Head of Legal Services

Ian Cockill

Senior Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Councillors J. Bennett.

7. MINUTES

That the Minutes of the meeting held on 12 July 2016, be approved as a correct record and signed by the Chairman.

8. AGENCY SPEND FOR Q1 - PERIOD 1ST APRIL TO 30TH JUNE 2016

The Director of Human Resources submitted a report detailing the use and cost of agency workers across the Council for quarter 1 of 2016/17.

Questions were raised about the staff renewal rate for peripatetic children's social work and the continued comparative high spend in the Transformation and Resources Directorate.

The Director of Human Resources explained that the complexity of peripatetic case work was a factor, however, a high turnover of staff was not expected with the establishment of a new team.

The Committee was also advised that the trend for agency spend in Transformation and Resources was downwards and was expected to continue in the same direction as services were transformed and recruitment took place.

RESOLVED: That the report be noted.

9. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Director of Human Resources reported orally that 4 exemption requests had been submitted during the last quarter with all 4 being agreed.

The Committee was informed that since the revised policy was introduced in April 2014, there had been a total of 19 requests, 14 of which had been agreed and 5 declined. Interest was expressed regarding the cost that this equated to.

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The Committee discussed the merits of the existing discretionary arrangements compared to a fixed written policy. Noting that, under previous policies the element of discretion had always applied to exceptional circumstances, the Committee was also not aware of any issues being raised by employees and trade unions concerning existing procedures.

RESOLVED –

- (1) That the quarterly report be noted.
- (2) That a review of the policy be conducted at the end of the current Municipal Year.
- (3) That Members be provided with the cost of the 14 agreed exemptions since April 2014.

10. SUCCESSION PLANNING

The Director of Human Resources submitted a report detailing a succession planning strategy which had been developed to address strategic risks regarding loss and/or absence of senior management capacity and which sought to introduce a number of measures to mitigate those risks.

Discussing the strategy and in particular the identification of potential successors, concerns were expressed about compliance with equal opportunities. The Interim Head of Legal Services assured the Committee that such a process was not contrary to legislation.

The Director of Human Resources also advised that as part of the process selection would be monitored to ensure that all staff would have the opportunity to be recognised and demonstrate their potential. Self-nomination was suggested for development within the strategy.

With regard to the possibility of being insular, although initial opportunities would be ring-fenced internally, posts would be taken to the external market should no suitable candidate be identified. Assessment as vacancies arose and the use of appropriate selection panels would be part of the process.

RESOLVED: That the approach to succession planning detailed in the report be approved and that the comments of the Committee be considered as the strategy is developed.

11. UPDATE ON THE APPRENTICESHIP LEVY AND TARGET

The Director of Human Resources provided an oral update on the Apprenticeship Levy, a new Government initiative that would be implemented from May 2017.

The Government had released details of its proposals which would apply to all large organisations with an annual payroll of over £3 million and would be payable by employers the rate of 0.5% of the payroll. Employers would receive an allowance of £15,000 to offset against the Levy payment and would also 'top up'

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the funds by 10%. Additionally, public sector organisations would be set a target that 2.3% of their workforce must be apprentices, which equated to 123 full time equivalents for Trafford.

Employers in England that pay the Apprenticeship Levy and provide Apprenticeships would be able to allocate their Levy contributions as digital vouchers to use to train their Apprentices. There would be incentives for employers that recruit 16-18 year olds and care leavers aged 19-24.

Consultation on the proposals ended that day with a refined scheme expected October 2016. Guidance from Her Majesty's Revenue and Customs was also expected December 2016.

The implications of this initiative continued to be considered by the Council and across Greater Manchester authorities were looking to share their learning. Responding to a concern, the Director of Human Resources reassured the Committee that it was not meant to replace existing staff and that the Council would be looking to develop the strategy it put in place when launching its apprenticeship scheme in 2011, which aimed to develop career paths and provide additional opportunities.

RESOLVED: That the oral update be noted.

The meeting commenced at 10.21 a.m. and finished at 11.29 a.m.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 12th December 2016
Report for: Information
Report of: Deborah Lucas, Acting Director of HR

Report Title

Staff Terms & Conditions – Proposed Extension and Amendment to Mandatory Unpaid Leave

Recommendation(s)

It is recommended that Employment Committee notes the content of this report

Contact person for access to background papers and further information:

Name: Deborah Lucas
 Extension: x4095

Relationship to Policy Framework/Corporate Priorities	This proposal aligns with the council’s Corporate Priorities in respect to ‘Low Council Tax and Value for Money’ and ‘Reshaping Trafford Council’.
Financial	The proposal to extend unpaid leave will contribute to annual savings in the region of £0.5m to support the 2017/18 budget savings.
Legal Implications:	The implementation process will be fully compliant with employment legislation.
Equality/Diversity Implications	An Equality Impact Assessment is being undertaken in line with the Equality Framework and it will be available to members of the committee when considering the outcome of consultation report.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	The implementation process may impact upon staff morale and employee engagement.
Risk Management Implications	The risks associated with these proposals are low to medium. They relate to potential industrial action and a possibility that staff may not accept the extension to unpaid leave. This may impact on service delivery and may also lead to litigation in relation to claims for unfair dismissal and breach of contract.
Health & Wellbeing Implications	As above, the proposals may impact on staff health and wellbeing; support is available via existing health management procedures.
Health and Safety Implications	None

1.0 BACKGROUND

- 1.1 Further to the extensive consultation which took place back in 2013, the Council implemented a package of changes to employee terms and conditions, effective from 1st April 2014. This review included the introduction of 3 days mandatory unpaid leave for a temporary period of two years (1st April 2014 to 31st March 2016). At the time, the proposal was that this provision would be reviewed towards the end of the two year period i.e. at the end of 2015. For the period 2014 – 2016, the total savings associated with the 3 days unpaid leave was £1.05m.
- 1.2 At the end of 2015, the mandatory unpaid leave arrangement was reviewed and a proposal was presented to the Employment Committee to extend this arrangement for a further 12 months. This proposal was agreed by Employment Committee in January 2016, with a commitment that during this 12 month period, the Council would promote a voluntary unpaid leave scheme to try and mitigate the requirement for a mandatory scheme.

2.0 UPDATE ON POSITION

- 2.1 In line with the commitment that was given to promote a voluntary unpaid leave scheme, during the summer of 2016, the Council formally promoted this across the workforce. This scheme ran for a period of two months and was promoted widely via communications on the staff intranet site and also via the weekly staff update system.
- 2.2 An analysis of take-up of the scheme was then undertaken at the end of September 2016. The analysis highlighted that a total of 430 staff had applied to take additional unpaid leave, which equated to total savings in the region of £290,000 (including on-costs). Target savings per annum for unpaid leave is £0.5m which meant that the shortfall for 2017/18 was projected as being £210,000.
- 2.3 In order to achieve this shortfall, a proposal was then developed to reduce the existing mandatory unpaid leave scheme from 3 days' to 1.5 days', for an extended period of 12 months, until 31st March 2018.

3.0 CONSULTATION PROCESS

- 3.1 In order to amend and extend this arrangement, the Council has a legal obligation to undertake a period of statutory consultation with recognised trade unions and the workforce. The aim of the consultation is to try and reach agreement on the contractual variation, either on a collective or an individual basis. In the event that this is not achievable, the Council would need to issue notices of termination and re-engagement to those staff affected by the proposed change.
- 3.2 This statutory consultation exercise has commenced and has been aligned to the budget consultation timeline for 2017/18. In this respect, formal collective consultation commenced on 7th November 2016, when a S.188 notice was issued to the recognised trade unions. Consultation will run until 3rd January

2017 and during this period, the Council will seek to reach agreement with the trade unions via its regular collective consultation meetings, however, should this not be achieved, the Council is also consulting with employees on an individual basis via individual letters and via the intranet site, with a view to seeking voluntary sign up to the proposal.

- 3.3 To date, out of the 1181 staff directly impacted by the proposal, 256 have accepted the change on a voluntary basis and this number is increasing daily. A verbal update on the position will be provided to Employment Committee at the meeting.
- 3.4 At the end of the consultation period, feedback will be collated and an outcome report with a set of recommendations will be presented to the Employment Committee for a final decision. This report will be presented to the Committee on 16th January 2017.
- 3.5 Subject to approval, the proposal to extend and amend the mandatory unpaid leave arrangement will be implemented from 1st April 2017.

4. RECOMMENDATION

- 4.1 Employment Committee is recommended to note and support the above proposals as part of the 2017/18 budget consultation process.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 12th December 2016
Report for: Information
Report of: Deborah Lucas Acting Director of HR

Report Title

Agency Spend for Q2 - Period 1st July 2016 to 30th September 2016

Recommendations

That the content of this report is noted.

Relationship to Policy Framework/Corporate Priorities	These proposals align with the council's Corporate Priorities in respect to 'Low Council Tax and Value for Money' and 'Reshaping Trafford Council'.
Financial	The cost of using agency workers is carefully managed and monitored through existing budgets and budget management frameworks.
Legal Implications:	Agency assignments are carefully monitored to ensure that they are legally compliant and any employment liability is mitigated.
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	The use of agency workers supports critical resourcing gaps.
Risk Management Implications	See Legal Implications section.
Health & Wellbeing Implications	None
Health and Safety Implications	None

1. Background

- 1.1 A robust vacancy clearance process is in place that ensures that posts are only filled where there is a compelling case to do so and that where a post is filled, the aim is to match to the vacancy in the first instance in a priority sequence; employees on notice from redundancy (redeployees), "at risk" staff (those employees where there is a real risk of redundancy) and apprentices.
- 1.2 Vacancies will then be subject to approval initially by respective Directorate Management Teams and subsequently the Corporate Leadership Team (CLT), for advertisement initially to internal staff in order to minimise the potential for future workforce reductions and the incurrence of additional spend on external resources, such as agency fees.

- 1.3 That said, it is recognised that there will be circumstances whereby there are immediate resourcing needs that are predominantly short term in nature and require access to time limited and/or specialist skills that cannot be found within the organisation, or where cover is required for day-to-day absences. For these reasons, access to temporary agency support is essential to meet critical gaps in service provision as outlined below.
- 1.4 The breakdown of agency spend over Q2 of 2016/17 (July – September 2016) is attached at Appendix I. The spend for this quarter has been met from within existing staffing budgets to support services whilst they have been restructuring, reshaping and recruiting to critical vacant posts, thus ensuring that statutory obligations are met on a day-to-day basis.
- 1.5 Appendix 2 provides information on the length of tenure for those assignments that were still active as at 30th September 2016.

2. Directorate Overview

2.1 Children, Families and Well-Being

- 2.1.1 In Q2 2016/17, spend in CFW totalled £342,945 and as at 30th September 2016 there were a total of 58 active assignments across the Directorate. This is a very slight increase on Q1 2016/17, when the total spend in CFW was £335,534, with 56 active assignments at the end of the reporting period. The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable children and adults. The interim staffing need is primarily required to cover staffing resource gaps, created as a result of short-term staff absences or whilst recruitment to permanent posts is underway and cover is critical to ensure that service users receive the appropriate level of care and support.
- 2.1.2 Spend activity primarily relates to the procurement of interim qualified Social Workers and Adult Support workers, which represents over 92% of the total spend for the Directorate. The remaining spend primarily relates to provision and support of childcare services where the Council has a statutory obligation to meet minimum staffing ratios.
- 2.1.3 In order to reduce both the need for and the cost of agency social workers and maintain continuity of service, a permanent, peripatetic team of children's social workers was established and this team is now embedded in the organisation. The impact of this is that experienced social workers are able to be deployed on short-term/time-limited placements in response to service demand and agency spend is minimised.

2.1.4 In addition, the AGMA-wide adoption of standardised pay rates for children's and adults' agency social workers, which was led by Trafford Council, continues to be effective at controlling costs and the principle of a rate 'cap' has now been broadened to the North West. This collaborative arrangement avoids authorities competing for agency social workers, which previously resulted in prices being driven upwards and ensures the market is managed / controlled.

2.2 Transformation and Resources Directorate (T & R)

2.2.1 In Q2 2016/17, the total agency spend in the core T&R services equated to £104,061 and as at 30th September 2016, there were 12 active assignments. This is an increase on the previous Q1 2016/17, when the total agency spend in core T&R services equated to £64,083, with 5 active assignments at the end of the reporting period.

2.2.2 The increase in agency spend in this Directorate is due to the need to bring in specialist skills to provide transformational, technical and consultancy support to the organisation as it reshapes; in particular, additional resource has been required during this quarter in order to support the transformation to the Trafford Council/Greater Manchester Police HR Shared Service ("Greater Manchester Shared Services") collaboration. Interim resources were also required to support a number of other core services in this Directorate as they go through their own transformation and staffing restructures, which will support the realisation of longer term Directorate savings.

2.2.3 In addition to the core T&R services, there was also agency spend in Q2 2016/17, for the CFW Transformation Programme (shown in Appendix I as T&R CFW). This equated to £37,677 and as at 30th September 2016 there were 2 live assignments. This is a reduction in spend from Q1 2016/17, when agency spend in this area equated to £58,175, with 3 live assignments at the end of the reporting period.

2.3 Economic Growth, Environment and Infrastructure

2.3.1 In Q2 of 2016/17, the total agency spend in this area equated to £41,670 and as at 30th September 2016, there were 7 active assignments. This is an increase from the previous Q1 2016/7, where spend in this area equated to £31,309, with 5 active assignments at the end of the reporting period. Spend in this area primarily relates to interim technical support roles and in particular for this period, additional interim resource has been required to cover technical works in the area of Building Control, to cover vacancies and meet increased demand.

3. Summary Agency Spend Position

- 3.1 The total agency spend in Q2 2016/17 equates to £526,353 which is slight increase in spend of £14,718 from Q1, when total spend equated to £511,635. As set out above, part of this increase is linked to the transformation relating to the pioneering collaboration that Trafford Council is undertaking with GMP. This project is now nearing completion and it is therefore anticipated that agency spend in this area will reduce going forward.

4. Conclusion

- 4.1 Agency spend will continue to be monitored on a regular basis and regular reports will be presented to Employment Committee, for information.
- 4.2 Employment Committee is recommended to note the content of this report.

Trafford Council Agency Spend By Directorate Q2 - 2016/2017

Appendix I

Breakdown by Directorate (via cost and number of assignments)

T&R - CFW Programme costs are shown separately as detailed in paragraph 2.4.2 of the accompanying report.

July 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	61	£ 113,826
Business Support Assistant	1	£ 1,512
Business Support Officer level 2	1	£ 1,869
Business Support Officer Level 3	1	£ 624
Care Assistant - Residential Homes & Day Centres*	11	£ 7,513
Chef (Ascot)	3	£ 628
Childcare Assistant	5	£ 1,220
Childcare Worker	3	£ 205
Independent Reviewing Officer	1	£ 5,178
Project Support Officer	1	£ 2,372
Social Worker - level 3 - Children	1	£ 247
Social Worker Level 3	18	£ 70,987
Social Worker level 3a	4	£ 13,362
Support Worker - Adults	10	£ 7,353
Support Worker Adults Physical Intervention Trained	1	£ 755
EGEI	7	£ 15,935
Building Control Officer	2	£ 7,401
Business Support Officer level 2	2	£ 2,026
Clerk of Works	1	£ 3,232
Licencing Assistant	2	£ 3,276
T&R	8	£ 24,223
Control Room Operator	1	£ 1,066
GMP IT Project Business Analyst	1	£ 7,227
Pensions Officer	1	£ 3,115
Public Relations Manager	1	£ 2,816
Shared Service Support Officer	3	£ 3,959
Solicitor	1	£ 6,040
T&R CFW	3	£ 15,108
Benefits Realisation Manager	1	£ 8,940
Social Worker - level 3 - Adults	1	£ 4,850
Social Worker level 1	1	£ 1,318
Grand Total	79	£ 169,092

August 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	53	£ 116,733
Business Support Assistant	1	£ 1,219
Business Support Officer level 2	1	£ 1,334
Business Support Officer Level 3	1	£ 1,061
Care Assistant - Residential Homes & Day Centres*	11	£ 9,462
Chef (Ascot)	2	£ 425
Client Finance Audit Assistant	1	£ 2,328
Independent Reviewing Officer	1	£ 1,930
Project Support Officer	1	£ 1,775
Social Worker Level 3	19	£ 64,581
Social Worker level 3a	4	£ 12,850
Support Worker - Adults	9	£ 13,937
Support Worker Adults Physical Intervention Trained	1	£ 605
Team Manager	1	£ 5,226
EGEI	6	£ 14,296
Building Control Officer	2	£ 7,298
Business Support Officer level 2	2	£ 3,207
Licencing Assistant	2	£ 3,791
T&R	11	£ 44,815
Category Manager	1	£ 8,543
Control Room Operator	1	£ 362
GMP IT Project Business Analyst	1	£ 8,927
Pensions Officer	1	£ 3,318
Public Relations Manager	1	£ 4,484
Shared Service Support Officer	4	£ 7,279
Solicitor	2	£ 11,901
T&R CFW	3	£ 14,016
Benefits Realisation Manager	1	£ 5,364
Social Worker - level 3 - Adults	1	£ 5,190
Social Worker level 1	1	£ 3,461
Grand Total	73	£ 189,859

September 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	58	£ 112,387
Business Support Assistant	1	£ 1,636
Business Support Officer level 2	2	£ 2,143
Business Support Officer Level 3	1	£ 1,123
Care Assistant - Residential Homes & Day Centres*	14	£ 9,610
Chef (Ascot)	1	£ 228
Childcare Worker	2	£ 317
Client Finance Audit Assistant	1	£ 2,213
Project Support Officer	1	£ 2,202
Residential Childcare Officer	1	£ 92
Social Worker Level 3	17	£ 59,709
Social Worker level 3a	4	£ 12,851
Support Worker - Adults	11	£ 14,206
Support Worker Adults Physical Intervention Trained	1	£ 738
Team Manager	1	£ 5,318
EGEI	7	£ 11,439
Building Control Officer	2	£ 6,880
Business Support Officer level 2	2	£ 1,416
Licencing Assistant	3	£ 3,143
T&R	12	£ 35,023
Category Manager	1	£ 4,856
Control Room Operator	1	£ 360
GMP IT Project Business Analyst	1	£ 5,101
Pensions Officer	1	£ 3,345
Public Relations Manager	1	£ 4,008
Shared Service Support Officer	5	£ 5,941
Solicitor	2	£ 11,412
T&R CFW	2	£ 8,553
Benefits Realisation Manager	1	£ 8,099
Social Worker - level 3 - Adults	1	£ 455
Grand Total	79	£ 167,401

Grand Total in the Quarter	231	£ 526,353
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Trafford Council Agency Tenure by Directorate

Appendix 2

Breakdown by Directorate of full tenure of assignments* active as at 30th September 2016

Directorate	Job Title	Assignment Start Date	Assignment End Date
CFW	Business Support Assistant	22-Jun-16	12-Oct-16
	Business Support Officer level 2	07-Jun-16	23-Dec-16
	Business Support Officer level 2	22-Sep-16	21-Oct-16
	Business Support Officer Level 3	18-Jul-16	14-Oct-16
	Care Assistant - Residential Homes & Day Centres	11-Feb-13	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	18-Feb-13	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	11-Jul-15	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	30-Aug-15	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	29-Sep-15	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	31-Jan-16	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	09-Feb-16	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	12-Feb-16	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	21-Feb-16	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	23-Jun-16	31-Oct-16
	Care Assistant - Residential Homes & Day Centres	01-Jul-16	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	29-Jul-16	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	21-Aug-16	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	01-Sep-16	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	09-Sep-16	31-Dec-16
	Care Assistant - Residential Homes & Day Centres	24-Sep-16	31-Dec-16
	Chef (Ascot)	03-Sep-16	31-Dec-16
	Childcare Worker	26-Sep-16	06-Nov-16
	Childcare Worker	29-Sep-16	30-Sep-16
	Client Finance Audit Assistant	02-Aug-16	28-Oct-16
	Project Support Officer	26-Aug-15	21-Oct-16
	Social Worker Level 3	10-Aug-15	16-Dec-16
	Social Worker Level 3	03-Feb-16	23-Dec-16
	Social Worker Level 3	29-Feb-16	09-Dec-16
	Social Worker Level 3	29-Feb-16	06-Jan-17
	Social Worker Level 3	21-Mar-16	27-Jan-17
	Social Worker Level 3	04-Apr-16	24-Feb-17
	Social Worker Level 3	13-Jun-16	25-Nov-16
	Social Worker Level 3	14-Jun-16	23-Dec-16

	Social Worker Level 3	20-Jun-16	21-Oct-16
	Social Worker Level 3	04-Jul-16	11-Dec-16
	Social Worker Level 3	04-Jul-16	13-Jan-17
	Social Worker Level 3	01-Aug-16	09-Dec-16
	Social Worker Level 3	03-Aug-16	31-Dec-16
	Social Worker Level 3	08-Aug-16	01-Dec-16
	Social Worker Level 3	05-Sep-16	13-Jan-17
	Social Worker Level 3	12-Sep-16	04-Nov-16
	Social Worker level 3a	16-May-16	29-Jan-17
	Social Worker level 3a	13-Jun-16	30-Oct-16
	Social Worker level 3a	27-Jun-16	04-Jan-17
	Social Worker level 3a	29-Aug-16	08-Jan-17
	Support Worker - Adults	09-Sep-13	31-Dec-16
	Support Worker - Adults	14-Jun-14	31-Dec-16
	Support Worker - Adults	15-Jun-14	31-Dec-16
	Support Worker - Adults	03-Jul-14	31-Dec-16
	Support Worker - Adults	09-Jul-14	31-Dec-16
	Support Worker - Adults	21-Mar-15	31-Dec-16
	Support Worker - Adults	03-Feb-16	31-Dec-16
	Support Worker - Adults	14-May-16	31-Dec-16
	Support Worker - Adults	21-Jul-16	31-Dec-16
	Support Worker - Adults	29-Jul-16	31-Dec-16
	Support Worker - Adults	27-Aug-16	31-Dec-16
	Support Worker - Adults	03-Sep-16	28-Nov-16
	Support Worker - Adults	29-Sep-16	28-Nov-16
	Support Worker Adults Physical Intervention Trained	08-Aug-15	31-Dec-16
	Team Manager	04-Aug-16	31-Jan-17
EGEI	Building Control Officer	04-Apr-16	07-Oct-16
	Building Control Officer	03-May-16	30-Nov-16
	Licencing Assistant	13-Jun-16	14-Oct-16
	Licencing Assistant	13-Jun-16	28-Feb-17
	Licencing Assistant	12-Sep-16	28-Feb-17
T&R	Control Room Operator	02-May-16	31-Mar-17
	GMP IT Project Business Analyst	31-May-16	31-Jan-17
	Pensions Officer	25-Apr-16	31-Mar-17
	Public Relations Manager	28-Apr-16	31-Dec-16
	Shared Service Support Officer	26-Jul-16	30-Nov-16
	Shared Service Support Officer	01-Aug-16	09-Dec-16
	Shared Service Support Officer	19-Sep-16	02-Jan-17
	Solicitor	31-May-16	30-Nov-16

	Solicitor	20-Jun-16	22-Oct-16
T&R - CFW Programme	Benefits Realisation Manager	29-Apr-15	30-Sep-16
	Social Worker - level 3 - Adults	15-Jun-15	30-Sep-16

**It should be noted that in many assignments, the agency worker will be working less hours than the full time equivalent (FTE) hours. 1 assignment does not necessarily equal 1 FTE.*

It should also be noted that there are assignments, particularly Support Worker and Care Assistant roles where, due to the ad hoc nature of the work and/or being based in various locations, an individual worker may have multiple assignments active concurrently. As an example, 5 Support Worker assignments during a given period of time may be covered by only 2 or 3 workers.

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