

# Public Document Pack



**TRAFFORD  
COUNCIL**

## **AGENDA PAPERS FOR EMPLOYMENT COMMITTEE MEETING**

**Date: Monday, 10 July 2017**

**Time: 10.30 a.m. (Or at the rising of the Joint Consultative Panel)**

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

<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>MEMBERSHIP OF THE COMMITTEE 2017/18 INCLUDING CHAIRMAN VICE CHAIRMAN AND OPPOSITION SPOKESMAN</b>  To note the Membership of the Committee for the 2016/17 Municipal Year, as appointed at the Annual Meeting of the Council held on 24 May 2017.	1 - 2
3.	<b>TERMS OF REFERENCE MUNICIPAL YEAR 2017/18</b>  To note the Terms of Reference of the Committee for the 2016/17 Municipal Year, as agreed at the Annual Meeting of the Council held on 24 May 2017.	3 - 4
4.	<b>MINUTES</b>  To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 6 March 2017.	5 - 6
5.	<b>AGENCY SPEND ANNUAL REPORT 2016/17</b>  To receive a report from the Interim Director of Human Resources.	7 - 26
6.	<b>MANDATORY UNPAID LEAVE UPDATE</b>  To receive a verbal update from the Interim Director of Human Resources.	Verbal Report

## Employment Committee - Monday, 10 July 2017

---

7. **GENDER PAY GAP UPDATE** Verbal Report  
To receive a verbal update from the Interim Director of Human Resources.
8. **QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY** Verbal Report  
To consider a verbal 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.

**THERESA GRANT**  
Chief Executive

### Membership of the Committee

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

### Further Information

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

Alexander Murray, Democratic and Scrutiny Officer  
Tel: 0161 912 4250  
Email: [alexander.murray@trafford.gov.uk](mailto:alexander.murray@trafford.gov.uk)

This agenda was issued on **Friday, 30 June 2017** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

Any person wishing to photograph, film or audio-record a public meeting is requested to inform Democratic Services in order that necessary arrangements can be made for the meeting.

Please contact the Democratic Services Officer 48 hours in advance of the meeting if you intend to do this or have any queries.

## TRAFFORD COUNCIL

### MEMBERSHIP OF COMMITTEES 2017/18

**Note on Membership:** Members of the Employment Committee will also be appointed as representatives of the Council (Employer's Side) on the Joint Consultative Panel.

<b>COMMITTEE</b>		<b>NO. OF MEMBERS</b>
EMPLOYMENT		7
<b>CONSERVATIVE GROUP</b>	<b>LABOUR GROUP</b>	<b>LIBERAL DEMOCRAT GROUP</b>
Councillors:-	Councillors:-	Councillors:-
Mark Cawdrey <b>V-CH</b> Mrs. Pamela Dixon Michael Hyman Brian Rigby <b>CH</b>	Joanne Bennett Catherine Hynes <b>OS</b> David Jarman	-
<b>TOTAL</b>	<b>4</b>	<b>3</b>
		<b>0</b>

This page is intentionally left blank

## **EMPLOYMENT COMMITTEE**

### Terms of Reference

1. To determine collective and corporate terms and conditions of employment.
2. To consider any matter referred to the Committee by the Head of Paid Service or Corporate Director Transformation and Resources.
3. To consider, approve and adopt any new or significant revision to existing corporate human resources strategies and policies in so far as they relate to the appointment, terms and conditions of employment and dismissal of staff.
4. To determine any other matters relating to the appointment, terms and conditions of employment and dismissal of staff which are neither covered by policies of the Council nor delegated to Officers under the Scheme of Delegation.

### Delegation

The Executive Member with responsibility for Strategic HR and the Corporate Director Transformation and Resources will notify/keep the Committee informed of all other relevant HR related issues, as required.

In exercising the above powers and responsibilities, the Committee shall have delegated power (subject to Council Procedure Rule 9 - Call-in of Decisions taken under Delegated Powers) to make decisions on behalf of the Council, except for any matter where:

- the Head of the Paid Service determines the matter should be considered by full Council, or
- the Council has resolved to determine the matter

[Note: The Committee may itself determine not to exercise its delegated powers and instead make recommendations to Council]

This page is intentionally left blank

# Public Document Pack Agenda Item 4

## EMPLOYMENT COMMITTEE

6 MARCH 2017

### PRESENT

Councillor B. Rigby (in the Chair).

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

#### In attendance

Deborah Lucas	Interim Director of Human Resources (HR)
Sharon Winn	Senior Business Change Manager
Rob Smithson	Lawyer
Alexander Murray	Democratic and Scrutiny Officer

### APOLOGIES

Apologies for absence were received from Councillor J. Bennett.

#### 1. MINUTES

That the Minutes of the meeting held on 16 January 2017 be approved as a correct record and signed by the Chairman.

#### 2. TRAFFORD COUNCIL'S PAY POLICY STATEMENT FOR 2017/18

The Interim Director of HR presented the report to the Committee. The Committee's attention was drawn to the 0.5% pension increase, changes to payments of termination and the gender pay gap. Committee members were very interested in the work on the gender pay gap within the council. The Interim Director of HR informed the Committee that HR would be looking at the gender pay gap in 2017/18 and they requested that the work come to them once completed. The Committee noted and approved the pay policy statement 2017/18 with no amendments to be made.

#### RESOLVED:

- 1) That the pay policy statement be noted and approved by the Committee.
- 2) That the work conducted by HR on the gender pay gap is to come to the Committee once completed.

#### 3. AGENCY SPEND FOR Q.3 (1 OCTOBER - 31 DECEMBER 2016)

The Interim Director of HR presented the report on Agency spend to the Committee. The report showed that overall agency spend was down by £21k in Q3 compared with Q2. There had been increases of £7k from work with GMP, which would mostly be re-charged, and a slight increase within the Children, Families and Wellbeing (CFW) directorate. The benchmarking exercise that had been conducted comparing the 9 Greater Manchester (GM) authorities, not including Manchester City Council, showed that Trafford had the 6<sup>th</sup> highest spend

**Employment Committee  
6 March 2017**

---

across GM. A member of the Committee enquired as to why all of the assignments within Appendix 2 of the report ended on the same date? The interim Director of HR explained that was the date the contract with Hays ended and the new contract with Reed commenced.

The Committee discussed the continued high agency spend within CFW. The Interim Director of HR stated that the proposed changes to IR 35 Legislation may reduce the advantages of being an agency worker compared to a member of Council staff. It was hoped the change would make working directly for the Council more attractive to workers and help reduce staffing shortages and the Council's need for agency staff.

REOLVED:

- 1) That the report be noted by the Committee.

**4. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY**

The interim Director of HR informed the Committee that there had been no new exemptions to the sickness policy.

RESOLVED:

- 1) That the update be noted by the Committee.

**5. UPDATE ON THE MANDATORY LEAVE POSITION**

The Interim Director of HR updated the Committee on the position of the mandatory leave policy. As of the meeting 91% of staff members had signed up to the new terms of employment with 108 still to comply. The Interim Director of HR stated that if the remaining 108 did not sign up by the deadline the Council would look to terminate and reemploy those staff. The Chairman of the Committee noted that the process had followed the same pattern as the previous review of the policy.

RESOLVED:

- 1) That the update be noted by the Committee.

The meeting commenced at 10.05 am. and finished at 10.30 am.



## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 10<sup>th</sup> July 2017  
**Report for:** Information  
**Report of:** Deborah Lucas, Acting Director of HR

### Report Title

<b>Agency Spend for Period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017</b>
--

### Recommendations

<b>That the content of this report is noted.</b>
--

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 has been in place for over two years now; this process ensures that posts are only filled where there is a compelling case to do so; it also ensures that where a post is to be filled, it is matched in the first instance to employees on notice of redundancy (redeployees), "at risk" staff (those employees where there is a real risk of redundancy) and apprentices.
- 1.2 Vacancies are subject to initial approval by respective Directorate Management Teams and then final approval by the Corporate Leadership Team (CLT). The routine practice is for vacancies to be advertised internally

in the first instance in order to minimise the potential for future workforce reductions and make savings on external recruitment spend.

- 1.3 It is however 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 the previous financial year (from April 2016 to March 2017 inclusive) is attached at Appendix I. The agency costs for the year have been met from within existing staffing budgets to support services whilst they have been restructuring, reshaping and recruiting to resultant vacant posts, thus ensuring that statutory obligations are met on a day-to-day basis.
- 1.5 Appendix II provides information on the length of tenure for those assignments that were still active as at 31<sup>st</sup> March 2017.

## 2. Summary Agency Spend Position

- 2.1 The total agency spend in 2016/17 was £2,020,069. Whilst this represented an overall increase of £40,808 from the previous year's total spend of £1,979,261, it should be noted that for two Directorates – T&R and EGEI, spend at the end of Q4 represents an in-year reduction from the previous reporting period. Therefore, there is a downward trend on agency spend in these two areas.

Directorate	2014/15 Total	2015/16 Total	2016/17 Total
CFW	1,265,355	1,171,785	1,410,667
EGEI	142,013	87,792	143,246
T&R	640,010	345,905	370,305
T&R CFW	n/a	373,779	95,851
<b>All</b>	<b>2,047,378</b>	<b>1,979,261</b>	<b>2,020,069</b>

- 2.2 An overview of agency spend and activity is set out below that outlines the Directorate position in further detail.

## 3. Directorate Overview

### 3.1 Children, Families and Well-Being

- 3.1.1 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.

- 3.1.2 The 2016/17 agency spend for CFW was £1,410,667 and we have seen a steady upward trend in comparison to last year when spend was £1,171,785 and in 2014/15 when it was £1,265,355.
- 3.1.3 Spend activity primarily relates to the procurement of interim qualified Social Workers and Adult Support Workers, which represents over 84% of the total spend for the Directorate over the year. In Q4, January to March 2017 we have seen an upward trend from Q3, specifically in relation to Care Assistant roles with 35% overall activity being attributed to this role. This is due to a service review exercise taking place within the Re-ablement Service which resulted in an increase in sickness absence levels. Given the nature of these roles, interim agency cover was essential to ensure delivery of a critical front-line service. The remaining spend primarily relates to business support and the provision and support of childcare services where the Council has a statutory obligation to meet minimum staffing ratios.
- 3.1.4 In 2016, the permanent, peripatetic team of Children's Social Workers was established and embedded into the organisation; this has helped to reduce some pressure in agency demand as experienced social workers are able to be deployed on short-term/time-limited placements in response to service needs. Learning from the Children's model, a similar exercise is being explored for the Adults Social Worker role to enable better resource utilisation and potential reduction on agency demand. It is recognised, however, that this alone is not enough and further work needs to be undertaken across the social work area to understand what additional interventions can be put in place to improve the employment position relating to social workers and thus drive down agency spend.
- 3.1.5 The AGMA-wide adoption of standardised pay rates for children's and adults' agency social workers which was led by Trafford Council in 2016 continues to be effective at controlling costs and the principle of a rate 'cap' has been extended across 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.

## 3.2 Transformation and Resources Directorate (T & R)

- 3.2.1 Agency spend in this area primarily relates to the need to bring in specialist skills to provide transformational, technical and consultancy support to the organisation as it reshapes.

- 3.2.2 In 2016/17 total spend for T&R was £370,305 which is an overall increase from 2015/16 total spend of £24,400. However, it should be noted that additional resources were required to support the Trafford Council/Greater Manchester Police HR Shared Service (“Greater Manchester Shared Services GMSS”) collaboration, which went live in March 2017. Consequently, additional specialist agency resources are no longer required to support this particular transformation piece and spend has reduced from £115,759 in Q3 (October- December 2016) to £86,402 in Q4 (January -March 2017), with a projection that this downward trend will continue into 2017/18.
- 3.2.3 Interim resources were also required to support a number of other core services in this Directorate as they undergo their own transformation and staffing restructures; these resources have supported the realisation of longer term Directorate savings.
- 3.2.3 In addition to the core T&R services, there was also agency spend in Q1 & 2 2016/17, for the CFW Transformation Programme (shown in Appendix I as T&R CFW). Spend in this category was £95,851 in total and from Q3 onwards, there has been no further spend in this area.

### 3.3 Economic Growth, Environment and Infrastructure

- 3.3.1 Spend in this area primarily relates to interim technical support roles and the total agency spend for 2016/17 was £143,246; this represented an increase of £55,454 from spend in 2015/16.
- 3.3.2 Over the past year, spend in the Directorate has been steady overall from a starting spend of £31,309 in April 2016, increasing to £41,670 in Q2 and £38,964 in Q3, decreasing to £31,303 in Q4. Spend has primarily been attributed to Building Control and Licensing and Business Administration roles. These are regulatory roles that also generate income for the Council; it has therefore been in the Council’s interests to cover these key roles with agency staff whilst permanent recruitment to the roles has been undertaken. Following difficulties in recruiting to some of these roles, a review was undertaken and a temporary market supplement is now in place, which has enabled permanent recruitment to the roles and a consequential reduction in the reliance on agency contractors, which will see spend continue to fall.

## 4. **Conclusion**

- 4.1 The HR service will facilitate targeted and bespoke interventions to support managers particularly in the CFW Directorate to pro-actively manage temporary resourcing needs to continue to ensure that agency demand is proportionate and appropriate

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

**Trafford Council Agency Spend By Directorate - 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 2.2.2 of the accompanying report.

**April 2016**

<b>Job Title by Directorate</b>	<b>Number of Active Assignments in Month</b>	<b>Sum of Client Total</b>
<b>CFW</b>	<b>59</b>	<b>£ 108,154</b>
Business Support Officer level 2	1	£ 1,435
Chef (Ascot)	14	£ 851
Childcare Worker	5	£ 278
Finance Officer	2	£ 1,946
Independent Reviewing Officer	1	£ 1,994
Project Support Officer	1	£ 2,257
Senior Business Support Officer	1	£ 1,249
Social Worker Level 3	1	£ 70,163
Support Worker - Adults	1	£ 7,752
Support Worker Adults Physical Intervention Trained	21	£ 65
Team Manager	9	£ 5,983
Care Assistant - Residential Homes & Day Centres	1	£ 11,201
Snr Learning & Dev Officer/Relationship Mgr - Children's Safeguarding Lead	1	£ 2,980
<b>EGEI</b>	<b>3</b>	<b>£ 7,217</b>
Building Control Officer	1	£ 3,628
Business Support Officer level 2	1	£ 423
Clerk of Works	1	£ 3,165
<b>T&amp;R</b>	<b>11</b>	<b>£ 21,046</b>
Accountant	2	£ 6,967
Accounting Technician	2	£ 5,940
Chef Manager	1	£ 2,905
Control Room Operator	1	£ 180
Pensions Officer	1	£ 619
Public Relations Manager	1	£ 261
Shared Service Support Officer	3	£ 4,175
<b>T&amp;R - CFW</b>	<b>6</b>	<b>£ 21,593</b>
Benefits Realisation Manager	1	£ 4,023
Social Worker Level 1	1	£ 2,772
Social Worker Level 3	4	£ 14,798
<b>Grand Total</b>	<b>79</b>	<b>£ 158,010</b>

May 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
<b>CFW</b>	<b>57</b>	<b>£ 107,150</b>
Business Support Officer level 2	1	£ 1,092
Chef (Ascot)	12	£ 86
Childcare Worker	1	£ 817
Finance Officer	7	£ 1,539
Independent Reviewing Officer	1	£ 4,999
Project Support Officer	1	£ 2,167
Senior Business Support Officer	1	£ 312
Social Worker Level 2	1	£ 1,396
Social Worker Level 3	1	£ 68,886
Social Worker Level 3a	1	£ 2,211
Support Worker - Adults	21	£ 6,657
Support Worker Adults Physical Intervention Trained	1	£ 242
Care Assistant - Residential Homes & Day Centres	6	£ 14,000
Snr Learning & Dev Officer/Relationship Mgr - Children's Safeguarding Lead	2	£ 2,745
<b>EGEI</b>	<b>4</b>	<b>£ 11,350</b>
Building Control Officer	2	£ 7,188
Business Support Officer level 2	1	£ 846
Clerk of Works	1	£ 3,316
<b>T&amp;R</b>	<b>12</b>	<b>£ 21,248</b>
Accountant	1	£ 855
Accounting Technician	2	£ 6,296
Chef Manager	1	£ 2,707
Control Room Operator	2	£ 180
GMP IT Project Business Analyst	1	£ 425
Pensions Officer	1	£ 2,485
Public Relations Manager	1	£ 3,993
Shared Service Support Officer	3	£ 4,307
<b>T&amp;R - CFW</b>	<b>5</b>	<b>£ 21,162</b>
Benefits Realisation Manager	1	£ 7,599
Social Worker Level 1	1	£ 3,255
Social Worker Level 3	3	£ 10,308
<b>Grand Total</b>	<b>78</b>	<b>£ 160,910</b>

June 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
<b>CFW</b>	<b>62</b>	<b>£ 120,230</b>
Business Support Assistant	1	£ 384
Business Support Officer level 2	2	£ 2,925
Chef (Ascot)	9	£ 93
Childcare Assistant	1	£ 52
Childcare Worker	1	£ 390
Independent Reviewing Officer	4	£ 5,493
Project Support Officer	1	£ 2,455
Residential Childcare Officer	1	£ 798
Social Worker Level 2	4	£ 2,622
Social Worker Level 3	1	£ 77,068
Social Worker Level 3a	24	£ 7,654
Support Worker - Adults	5	£ 7,208
Support Worker Adults Physical Intervention Trained	7	£ 402
Care Assistant - Residential Homes & Day Centres	1	£ 12,687
<b>EGEI</b>	<b>6</b>	<b>£ 12,742</b>
Building Control Officer	2	£ 6,629
Business Support Officer level 2	1	£ 1,215
Clerk of Works	1	£ 3,767
Licencing Assistant	2	£ 1,131
<b>T&amp;R</b>	<b>8</b>	<b>£ 21,789</b>
Chef Manager	1	£ 1,595
Control Room Operator	1	£ 180
GMP IT Project Business Analyst	1	£ 7,652
Pensions Officer	1	£ 2,942
Public Relations Manager	1	£ 4,602
Shared Service Support Officer	2	£ 3,791
Solicitor	1	£ 1,026
<b>T&amp;R - CFW</b>	<b>4</b>	<b>£ 15,419</b>
Benefits Realisation Manager	1	£ 8,940
Social Worker Level 1	1	£ 2,034
Social Worker Level 3	2	£ 4,445
<b>Grand Total</b>	<b>80</b>	<b>£ 170,181</b>
<b>Grand Total in the Quarter</b>	<b>237</b>	<b>£ 489,101</b>



## Trafford Council Agency Spend By Directorate Q2 - 2016/2017

Breakdown by Directorate (via cost and number of assignments)

T&R - CFW Programme costs are shown separately as detailed in paragraph 2.2.3 of the accompanying report.

July 2016

<b>Job Title by Directorate</b>	<b>Number of Active Assignments in Month</b>	<b>Sum of Client Total</b>
<b>CFW</b>	<b>61</b>	<b>£ 113,826</b>
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
<b>EGEI</b>	<b>7</b>	<b>£ 15,935</b>
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
<b>T&amp;R</b>	<b>8</b>	<b>£ 24,223</b>
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
<b>T&amp;R CFW</b>	<b>3</b>	<b>£ 15,108</b>
Benefits Realisation Manager	1	£ 8,940
Social Worker - level 3 - Adults	1	£ 4,850
Social Worker level 1	1	£ 1,318
<b>Grand Total</b>	<b>79</b>	<b>£ 169,092</b>

August 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
<b>CFW</b>	<b>53</b>	<b>£ 116,733</b>
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
<b>EGEI</b>	<b>6</b>	<b>£ 14,296</b>
Building Control Officer	2	£ 7,298
Business Support Officer level 2	2	£ 3,207
Licencing Assistant	2	£ 3,791
<b>T&amp;R</b>	<b>11</b>	<b>£ 44,815</b>
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
<b>T&amp;R CFW</b>	<b>3</b>	<b>£ 14,016</b>
Benefits Realisation Manager	1	£ 5,364
Social Worker - level 3 - Adults	1	£ 5,190
Social Worker level 1	1	£ 3,461
<b>Grand Total</b>	<b>73</b>	<b>£ 189,859</b>

September 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
<b>CFW</b>	<b>58</b>	<b>£ 112,387</b>
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
<b>EGEI</b>	<b>7</b>	<b>£ 11,439</b>
Building Control Officer	2	£ 6,880
Business Support Officer level 2	2	£ 1,416
Licencing Assistant	3	£ 3,143
<b>T&amp;R</b>	<b>12</b>	<b>£ 35,023</b>
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
<b>T&amp;R CFW</b>	<b>2</b>	<b>£ 8,553</b>
Benefits Realisation Manager	1	£ 8,099
Social Worker - level 3 - Adults	1	£ 455
<b>Grand Total</b>	<b>79</b>	<b>£ 167,401</b>
<b>Grand Total in the Quarter</b>	<b>231</b>	<b>£ 526,353</b>

**Trafford Council Agency Spend By Directorate Q3 - 2016/2017**

Breakdown by Directorate (via cost and number of assignments)

October 2016

<b>Job Title by Directorate</b>	<b>Number of Active Assignments in Month</b>	<b>Sum of Client Total</b>
<b>CFW</b>	<b>67</b>	<b>£ 123,002</b>
Business Support Assistant	1	£ 653
Business Support Officer level 2	2	£ 2,466
Care Assistant - Residential Homes & Day Centres*	21	£ 15,292
Chef (Ascot)	1	£ 365
Childcare Worker	1	£ 112
Domestic	1	£ 257
Project Support Officer	1	£ 1,562
Social Worker - level 3 - Children	1	£ 84
Social Worker Level 3	19	£ 66,779
Social Worker level 3a	4	£ 14,559
Support Worker - Adults	12	£ 13,227
Support Worker Adults Physical Intervention Trained	2	£ 2,635
Team Manager	1	£ 5,010
<b>EGEI</b>	<b>6</b>	<b>£ 11,448</b>
Building Control Officer	3	£ 7,219
Licencing Assistant	3	£ 4,229
<b>T&amp;R</b>	<b>13</b>	<b>£ 35,805</b>
Control Room Operator	1	£ 185
GMP IT Project Business Analyst	1	£ 6,377
Interim Project Manager	1	£ 2,380
Pensions Officer	1	£ 3,512
Public Relations Manager	1	£ 4,862
Shared Service Support Officer	4	£ 7,546
Solicitor	4	£ 10,943
<b>Grand Total</b>	<b>86</b>	<b>£ 170,254</b>

November 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
<b>CFW</b>	<b>69</b>	<b>£ 120,291</b>
Business Support Officer level 2	3	£ 2,249
Care Assistant - Residential Homes & Day Centres*	18	£ 15,022
Chef (Ascot)	2	£ 1,657
Childcare Worker	5	£ 720
Domestic	3	£ 932
Social Worker Level 3	20	£ 69,609
Social Worker level 3a	3	£ 11,290
Support Worker - Adults	11	£ 10,513
Support Worker Adults Physical Intervention Trained	3	£ 2,814
Team Manager	1	£ 5,484
<b>EGEI</b>	<b>6</b>	<b>£ 16,049</b>
Building Control Officer	2	£ 8,198
Clerk of Works	1	£ 1,534
Licencing Assistant	2	£ 3,897
Senior Personal Assistant	1	£ 2,421
<b>T&amp;R</b>	<b>11</b>	<b>£ 44,374</b>
GMP IT Project Business Analyst	1	£ 7,014
Interim Project Manager	1	£ 7,139
Pensions Officer	1	£ 3,345
Public Relations Manager	1	£ 5,112
Shared Service Support Officer	4	£ 8,295
Solicitor	3	£ 13,468
<b>Grand Total</b>	<b>86</b>	<b>£ 180,714</b>

December 2016

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
<b>CFW</b>	<b>60</b>	<b>£ 106,684</b>
Business Support Officer level 2	3	£ 2,782
Care Assistant - Residential Homes & Day Centres*	15	£ 16,472
Chef (Ascot)	1	£ 1,300
Domestic	1	£ 2,567
Social Worker Level 3	21	£ 56,247
Social Worker level 3a	3	£ 5,882
Support Worker - Adults	13	£ 15,914
Support Worker Adults Physical Intervention Trained	2	£ 2,085
Team Manager	1	£ 3,435
<b>EGEI</b>	<b>6</b>	<b>£ 11,467</b>
Building Control Officer	2	£ 5,555
Clerk of Works	1	£ 1,803
Licencing Assistant	2	£ 3,153
Senior Personal Assistant	1	£ 955
<b>T&amp;R</b>	<b>12</b>	<b>£ 35,580</b>
Control Room Operator	1	£ 340
GMP IT Project Business Analyst	1	£ 5,526
Interim Project Manager	1	£ 5,439
Pensions Officer	1	£ 2,428
Personal Assistant - Level 1	1	£ 1,395
Public Relations Manager	1	£ 4,040
Shared Service Support Officer	3	£ 3,013
Solicitor	3	£ 13,398
<b>Grand Total</b>	<b>78</b>	<b>£ 153,731</b>
<b>Grand Total in the Quarter</b>	<b>250</b>	<b>£ 504,700</b>

**Trafford Council Agency Spend By Directorate Q4 - 2016/2017**

Breakdown by Directorate (via cost and number of assignments)

January 2017

<b>Job Title By Directorate</b>	<b>Number of Active Assignments in Month</b>	<b>Sum of Client Total</b>
<b>CFW</b>	<b>86</b>	<b>£ 127,529</b>
Business Support Officer level 2	2	£ 2,609
Care Assistant - Residential Homes & Day Centres*	27	£ 29,485
Chef (Ascot)	1	£ 1,534
Childcare Worker	6	£ 627
Domestic	1	£ 1,980
Social Worker Level 3	23	£ 63,876
Social Worker level 3a	2	£ 4,745
Support Worker - Adults	20	£ 17,147
Support Worker Adults Physical Intervention Trained	3	£ 2,108
Team Manager	1	£ 3,416
<b>EGEI</b>	<b>4</b>	<b>£ 10,275</b>
Building Control Officer	2	£ 6,881
Licencing Assistant	2	£ 3,394
<b>T&amp;R</b>	<b>9</b>	<b>£ 36,605</b>
Control Room Operator	1	£ 401
GMP IT Project Business Analyst	1	£ 6,802
HR Adviser	1	-£ 24
Interim Project Manager	1	£ 6,119
Pensions Officer	1	£ 3,221
Personal Assistant - Level 1	1	£ 1,747
Solicitor	3	£ 18,340
<b>Grand Total</b>	<b>99</b>	<b>£ 174,408</b>

February 2017

<b>Job Title By Directorate</b>	<b>Number of Active Assignments in Month</b>	<b>Sum of Client Total</b>
<b>CFW</b>	<b>65</b>	<b>£ 95,052</b>
Business Support Officer Level 2 [Trafford]	3	£ 2,976
Care Assistant - Residential Homes & Day Centres [Trafford]	20	£ 22,079
Chef (Ascot House) [Trafford]	1	£ 1,267
Childcare Worker [Trafford]	1	£ 124
Domestic [Trafford]	1	£ 638
Social Worker Level 3 [Trafford]	17	£ 54,062
Social Worker level 3a [Trafford]	1	£ 1,645
Support Worker - Adults [Trafford]	13	£ 6,618
Support Worker Adults Physical Intervention Trained [Trafford]	7	£ 4,291
Team Manager [Trafford]	1	£ 1,351
<b>EGEI</b>	<b>5</b>	<b>£ 8,694</b>
Building Control Officer [Trafford]	2	£ 3,517
General Operative [Oldham]	1	£ 1,597
Licencing Assistant [Trafford]	2	£ 3,580
<b>T&amp;R</b>	<b>9</b>	<b>£ 30,966</b>
Control Room Operator [Trafford]	1	£ 841
Executive Assistant to Chief Executive [Trafford]	1	£ 3,233
GMP IT Project Business Analyst [Trafford]	1	£ 828
Pensions Officer [Trafford]	1	£ 2,956
Personal Assistant - Level 1 [Trafford]	1	£ 931
Senior Project Manager - GMP [Trafford]	1	£ 6,143
Solicitor [Trafford]	3	£ 16,034
<b>Grand Total</b>	<b>79</b>	<b>£ 134,712</b>



March 2017

<b>Job Title By Directorate</b>	<b>Number of Active Assignments in Month</b>	<b>Sum of Client Total</b>	
<b>CFW</b>	<b>92</b>	<b>£</b>	<b>159,629</b>
Business Support Officer Level 2 [Trafford]	2	£	3,850
Care Assistant - Residential Homes & Day Centres [Trafford]	38	£	29,625
Chef (Ascot House) [Trafford]	1	£	208
Chef [Trafford]	1	£	1,094
Childcare Worker [Trafford]	2	£	176
Domestic [Trafford]	1	£	894
Service Manager [Trafford]	1	£	5,701
Social Worker Level 3 (Hospital/EDT) [Trafford]	1	£	2,880
Social Worker Level 3 [Trafford]	19	£	77,129
Social Worker level 3a [Trafford]	1	£	3,500
Strategic Service Manager [Trafford]	1	£	12,192
Support Worker - Adults [Trafford]	11	£	7,830
Support Worker Adults Physical Intervention Trained [Trafford]	13	£	14,550
<b>EGEI</b>	<b>6</b>	<b>£</b>	<b>17,952</b>
Building Control Officer [Trafford]	2	£	9,271
General Operative [Oldham]	2	£	4,021
Licencing Assistant [Trafford]	2	£	4,660
<b>T&amp;R</b>	<b>7</b>	<b>£</b>	<b>18,831</b>
Control Room Operator [Trafford]	1	£	633
Executive Assistant to Chief Executive [Trafford]	1	£	3,987
Pensions Officer [Trafford]	1	£	4,102
Personal Assistant - Level 1 [Trafford]	1	£	449
Senior Project Manager - GMP [Trafford]	1	£	3,084
Solicitor [Trafford]	2	£	6,577
<b>Grand Total</b>	<b>105</b>	<b>£</b>	<b>196,413</b>
<b>Grand Total in the Quarter</b>	<b>283</b>	<b>£</b>	<b>505,533</b>

**Trafford Council Agency Tenure by Directorate****Appendix II**Breakdown by Directorate showing active assignments as at 31<sup>st</sup> March 2017

<b>Directorate</b>	<b>Job Title</b>	<b>Assignment Start Date</b>	<b>Assignment End Date</b>
<b>CFW</b>	Business Support Officer Level 2 [Trafford]	28/01/2017	31/03/2017
	Business Support Officer Level 2 [Trafford]	28/01/2017	30/06/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	28/02/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	28/02/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	28/02/2017	28/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	29/01/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	15/02/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	25/02/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	23/02/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	30/04/2017
Care Assistant - Residential Homes & Day Centres [Trafford]	11/02/2017	30/04/2017	

	[Trafford]		
	Care Assistant - Residential Homes & Day Centres [Trafford]	12/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	25/03/2017	30/04/2017
	Care Assistant - Residential Homes & Day Centres [Trafford]	31/03/2017	30/04/2017
	Chef [Trafford]	01/03/2017	30/04/2017
	Domestic [Trafford]	28/01/2017	30/04/2017
	Service Manager [Trafford]	27/02/2017	27/05/2017
	Social Worker Level 3 (Hospital/EDT) [Trafford]	28/01/2017	30/06/2017
	Social Worker Level 3 [Trafford]	28/01/2017	01/04/2017
	Social Worker Level 3 [Trafford]	28/01/2017	14/05/2017
	Social Worker Level 3 [Trafford]	28/01/2017	05/05/2017
	Social Worker Level 3 [Trafford]	28/01/2017	28/04/2017
	Social Worker Level 3 [Trafford]	28/01/2017	31/03/2017
	Social Worker Level 3 [Trafford]	28/01/2017	30/06/2017
	Social Worker Level 3 [Trafford]	28/01/2017	08/12/2017
	Social Worker Level 3 [Trafford]	28/01/2017	30/04/2017
	Social Worker Level 3 [Trafford]	28/01/2017	15/04/2017
	Support Worker - Adults [Trafford]	02/02/2017	07/04/2017
	Support Worker - Adults [Trafford]	18/02/2017	31/03/2017
	Support Worker - Adults [Trafford]	28/01/2017	29/04/2017
	Support Worker - Adults [Trafford]	29/01/2017	15/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	01/03/2017	08/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	10/03/2017	29/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	16/03/2017	28/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	28/01/2017	31/03/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	28/01/2017	31/03/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	28/01/2017	08/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	28/01/2017	15/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	28/01/2017	15/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	28/01/2017	15/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	29/01/2017	15/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	29/01/2017	15/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	31/01/2017	22/04/2017
	Support Worker Adults Physical Intervention Trained [Trafford]	31/01/2017	29/04/2017
<b>EGEI</b>	Building Control Officer [Trafford]	28/01/2017	31/03/2017

	Building Control Officer [Trafford]	28/01/2017	31/03/2017
	Licencing Assistant [Trafford]	28/01/2017	30/04/2017
	Licencing Assistant [Trafford]	28/01/2017	30/04/2017
<b>T&amp;R</b>	Control Room Operator [Trafford]	28/01/2017	31/03/2017
	Executive Assistant to Chief Executive [Trafford]	28/01/2017	29/12/2017
	Pensions Officer [Trafford]	28/01/2017	31/03/2017
	Senior Project Manager - GMP [Trafford]	28/01/2017	31/03/2017
	Solicitor [Trafford]	28/01/2017	31/03/2017

*\*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.*