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TRAFFORD COUNCIL

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 11 September 2017

Time: 10.30 a.m.

Place: Committee Rooms 2 and 3, 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 To receive and if so determined, to approve as a correct record the Minutes of the meeting held on	1 - 4
3.	AGENCY SPEND Q1 To receive a report from the Acting Director of HR.	5 - 14
4.	WORKFORCE UPDATE To receive a report from the Acting Director of HR.	To Follow
5.	UPDATE ON GENDER PAY GAP REPORTING To receive a report from the Acting Director of HR.	15 - 24
6.	UPDATE ON MANDATORY UNPAID LEAVE To receive a report from the Acting Director of HR.	25 - 28
7.	QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY To consider a verbal update of the Director of HR.	

8. 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.

TRAILER

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:

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This agenda was issued on **Friday, 1 September 2017** 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

10 JULY 2017

PRESENT

Councillors M. Cawdrey (in the Chair), Mrs. P. Dixon, M. Hyman, C. Hynes and D. Jarman.

In attendance

Deborah Lucas	Interim Director of Human Resources (HR)
Rob Smithson	Solicitor
Alexander Murray	Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Councillors B. Rigby and J. Bennett

6. MEMBERSHIP OF THE COMMITTEE 2017/18 INCLUDING CHAIRMAN VICE CHAIRMAN AND OPPOSITION SPOKESMAN

RESOLVED: That the membership of the Committee as agreed by Annual Council 24 May 2017 be noted by the Committee.

7. TERMS OF REFERENCE MUNICIPAL YEAR 2017/18

RESOLVED: That the Terms of Reference of the Committee as agreed by Annual Council 24 May 2017 be noted by the Committee.

8. MINUTES

That the Minutes of the meeting held on 6 March 2017 be approved as a correct record and signed by the Chairman.

9. AGENCY SPEND ANNUAL REPORT 2016/17

The Interim Director of HR presented the annual report on agency spend to the Committee. It was highlighted to the Committee that spending on agency staff had increased during the year with Children Families and Wellbeing seeing the largest increase. The Committee were informed that an element of the increase related to a difficult restructure that had taken place within the directorate which had resulted in an increase in levels of sickness and a requirement to use agency workers to compensate. This matter had since been resolved.

The Interim Director of HR told the Committee that the peripatetic team, which had been introduced last year, had been very successful in reducing dependency on agency staff within Children's services. The Council planned to build on this model in relation to social workers for adult services to reduce CFW's agency spend. A Committee member drew attention to the fact that Manchester had run a large

Employment Committee
10 July 2017

recruitment campaign for social workers in 2016/17 and asserted that this may have further impacted on the turnover of social workers and the use of agency workers in CFW.

The Committee thanked the Interim Director of HR and noted the report. A Member of the Committee requested that a regular workforce update come to the Employment Committee and the other members supported the request.

RESOLVED:

- 1) That the report be noted.
- 2) That the Interim Director of HR be thanked for presenting the report to the Committee.
- 3) That the Committee is to receive regular workforce updates.

10. MANDATORY UNPAID LEAVE UPDATE

The Interim Director of HR delivered a verbal update to the Committee. The Committee were reminded that following the successful voluntary unpaid leave scheme the amount of Mandatory Unpaid leave had been reduced from 3 to 1.5 days for 2017/18. In an attempt to further increase the level of voluntary leave and reduce the requirement for Mandatory leave it had been decided that staff would be able to apply for voluntary leave for 2018/19 over a longer period during the 2017/18 municipal year.

Committee members were given the opportunity to ask questions but none were raised and the update was noted.

RESOLVED: That the update be noted.

11. GENDER PAY GAP UPDATE

The Interim Director of HR informed the board that the Council were still awaiting government guidance on the detailed calculation to be used regarding the gender pay gap reporting within the workforce. In addition, an AGMA working group had been established to ensure a consistent approach to reporting across GM; this approach would extend beyond the statutory requirements and would look to analyse the gender pay gap in relation to wider protected characteristics. The Committee noted the update and Members conveyed their interest in the results of the analysis.

RESOLVED: That the update be noted.

12. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Interim Director of HR informed the Committee that since the last meeting there had been 2 applications for exemption to the sickness policy. The Committee were told that both of these exemptions had been in relation to long term medical conditions and had been agreed. No questions were raised by Committee Members and the update was noted.

RESOLVED: That the update be noted.

The meeting commenced at 10.30 am and finished at 10.45 am

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 11th September 2017
Report for: Information
Report of: Deborah Lucas, Acting Director of HR

Report Title

Agency Spend for Q1 – Period 1 st April 2017 to 30 th June 2017

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 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 Q1 of 2017/18 (April – June 2017) is attached at Appendix I. It should be noted that the agency costs for the quarter have been met from within existing staffing budgets, whilst services have been restructuring, reshaping and recruiting to resultant vacant posts and 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 30th June 2017.

2. Directorate Overview

2.1 Children, Families and Well-Being

- 2.1.1 In Q1 2017/18, spend in CFW totalled £362,339 and as at 30th June 2017 there were a total of 63 active assignments across the Directorate. This is an increase from Q1 last year of £26,805 when we had 56 assignments. 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 65% 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. There has been a particular need for very short term agency 1-1 support for children during this period. 9% of CFW spend relates to two senior managers who are performing much needed strategic roles in the service.
- 2.1.3 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.

2.1.4 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 In Q1 2017/18, the total agency spend in T&R equated to £20,761 and as at 30th June 2017, there were 2 active assignments. This is a reduction from Q1 last year when spend was £64,083 for 5 active assignments. 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; and for those interim resources required to support core services in this Directorate whilst they go through their own transformation and staffing restructures, which will support the realisation of Directorate savings.

3.3 Economic Growth, Environment and Infrastructure

3.3.1 In Q1 2017/18, the total agency spend in this area equated to £28,260 and as at 30th June 2017, there were 5 active assignments. Spend in this area primarily relates to interim technical support roles. This is a further reduction from Q1 last year when spend was at £31,309 with 5 active assignments.

4. **Summary Agency Spend Position**

4.1 The total agency spend in Q1 equates to £411,360 and is an overall reduction of £77,741 from last year's position of £489,101 and a further reduction of £100,275 from Q1 in 2015/16 when agency spend for this period was £511,635. It should be noted that the spend in Q1 is also a significant reduction in the spend at Q4, which equated to £505,533.

4.2 We continue to work closely with Service Managers to ensure that the demand for agency staff is balanced with the need for short term cover and specialist/technical skills as required.

5. Conclusion

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

Trafford Council Agency Spend By Directorate Q1 - 2017/2018

Breakdown by Directorate (via cost and number of active assignments)

April 2017

Job Title by Directorate	Number of Active Assignments in Month	Total Cost
CFW	56	£ 99,419
Business Support Officer Level 2	2	£ 2,032
Care Assistant - Residential Homes & Day Centres	19	£ 21,102
Chef	1	£ 1,272
Domestic	1	£ 481
Service Manager	1	£ 4,745
Social Worker Level 3	14	£ 43,921
Social Worker Level 3 (Hospital/EDT)	1	£ 1,472
Social Worker level 3a	1	£ 2,667
Strategic Service Manager	1	£ 5,823
Support Worker - Adults	5	£ 6,057
Support Worker Adults Physical Intervention Trained	10	£ 9,849
EGEI	3	£ 6,422
Building Control Officer	1	£ 3,331
Licencing Assistant	2	£ 3,091
T&R	3	£ 7,214
Control Room Operator	1	£ 404
Executive Assistant to Chief Executive	1	£ 1,531
Principal Solicitor	1	£ 5,279
April Total	62	£ 113,056

May 2017

Job Title by Directorate	Number of Active Assignments in Month	Total Cost
CFW	73	£ 113,931
Business Support Officer Level 2	2	£ 1,963
Business Support Officer Level 3	1	£ 784
Care Assistant - Residential Homes & Day Centres	19	£ 21,840
Chef	2	£ 1,014
Childcare Worker	10	£ 1,628
Domestic	1	£ 172
Service Manager	1	£ 5,026
Social Worker Level 3	14	£ 52,764
Social Worker level 3a	2	£ 2,775
Strategic Service Manager	1	£ 5,121
Support Worker - Adults	8	£ 5,145
Support Worker Adults Physical Intervention Trained	11	£ 13,429
Travel Assistance Officer	1	£ 2,269
EGEI	3	£ 4,089
Building Control Officer	1	£ 556
Licencing Assistant	2	£ 3,532
T&R	3	£ 7,559
Control Room Operator	1	£ 1,126
Principal Solicitor	1	£ 4,689
Solicitor	1	£ 1,745
May Total	79	£ 125,579

June 2017

Job Title by Directorate	Number of Active Assignments in Month	Total Cost
CFW	88	£ 148,989
Business Support Officer Level 2	3	£ 2,166
Business Support Officer Level 3	1	£ 2,148
Care Assistant - Residential Homes & Day Centres	17	£ 28,003
Chef	1	£ 179
Childcare Worker	18	£ 2,703
Domestic	1	£ 244
Service Manager	1	£ 6,676
Social Worker Level 3	17	£ 63,929
Social Worker Level 3 (Hospital/EDT)	1	£ 2,480
Social Worker level 3a	1	£ 2,616
Strategic Service Manager	1	£ 6,481
Support Worker - Adults	17	£ 10,036
Support Worker Adults Physical Intervention Trained	8	£ 18,242
Travel Assistance Officer	1	£ 3,086
EGEI	5	£ 17,749
Building Control Officer	2	£ 13,617
Business Support Officer Level 2	1	£ 209
Licencing Assistant	2	£ 3,924
T&R	3	£ 5,987
Control Room Operator	1	£ 245
Principal Solicitor	1	£ 1,313
Solicitor	1	£ 4,429
June Total	96	£ 172,725
Q1 Total	237	£ 411,360

Trafford Council Agency Tenure by Directorate

Breakdown by Directorate showing full tenure of active assignments as at 30th June 2017

Directorate	Job Title	Assignment Start Date	Assignment End Date
CFW	Business Support Officer Level 2	09/11/2016	29/09/2017
	Business Support Officer Level 2	26/06/2017	21/07/2017
	Business Support Officer Level 3	08/05/2017	29/09/2017
	Care Assistant - Residential Homes & Day Centres	07/11/2016	31/08/2017
	Care Assistant - Residential Homes & Day Centres	11/02/2017	31/08/2017
	Care Assistant - Residential Homes & Day Centres	01/03/2017	31/08/2017
	Care Assistant - Residential Homes & Day Centres	12/03/2017	31/08/2017
	Care Assistant - Residential Homes & Day Centres	25/03/2017	31/08/2017
	Care Assistant - Residential Homes & Day Centres	26/03/2017	31/08/2017
	Care Assistant - Residential Homes & Day Centres	31/03/2017	31/08/2017
	Care Assistant - Residential Homes & Day Centres	02/05/2017	31/08/2017
	Care Assistant - Residential Homes & Day Centres	28/05/2017	31/08/2017
	Care Assistant - Residential Homes & Day Centres	31/05/2017	31/08/2017
	Care Assistant - Residential Homes & Day Centres	17/06/2017	31/08/2017
	Care Assistant - Residential Homes & Day Centres	24/06/2017	30/06/2017
	Childcare Worker	12/06/2017	19/07/2017
	Childcare Worker	30/06/2017	30/06/2017
	Domestic	07/11/2016	31/08/2017
	Service Manager	27/02/2017	31/08/2017
	Social Worker Level 3	15/10/2013	25/08/2017
	Social Worker Level 3	08/12/2014	29/09/2017
	Social Worker Level 3	09/10/2015	09/09/2017
	Social Worker Level 3	29/02/2016	11/08/2017
	Social Worker Level 3	05/09/2016	30/06/2017
	Social Worker Level 3	28/01/2017	31/08/2017
	Social Worker Level 3	24/02/2017	18/08/2017
	Social Worker Level 3	25/03/2017	21/07/2017
	Social Worker Level 3	25/03/2017	01/09/2017
	Social Worker Level 3	25/03/2017	16/09/2017
	Social Worker Level 3	25/03/2017	30/09/2017
Social Worker Level 3	08/04/2017	08/12/2017	
Social Worker Level 3	24/04/2017	21/07/2017	

Appendix II

	Social Worker Level 3	05/06/2017	01/09/2017
	Social Worker Level 3	12/06/2017	01/09/2017
	Social Worker Level 3 (Hospital/EDT)	27/01/2017	30/09/2017
	Social Worker level 3a	25/03/2017	14/07/2017
	Social Worker level 3a	05/06/2017	30/09/2017
	Strategic Service Manager	25/03/2017	31/08/2017
	Support Worker - Adults	28/07/2014	02/09/2017
	Support Worker - Adults	27/08/2016	02/09/2017
	Support Worker - Adults	12/03/2017	30/08/2017
	Support Worker - Adults	07/04/2017	29/07/2017
	Support Worker - Adults	09/04/2017	02/09/2017
	Support Worker - Adults	11/04/2017	29/09/2017
	Support Worker - Adults	15/04/2017	02/09/2017
	Support Worker - Adults	20/05/2017	02/09/2017
	Support Worker - Adults	09/06/2017	29/07/2017
	Support Worker Adults Physical Intervention Trained	13/01/2013	02/09/2017
	Support Worker Adults Physical Intervention Trained	28/04/2014	02/09/2017
	Support Worker Adults Physical Intervention Trained	01/08/2014	02/09/2017
	Support Worker Adults Physical Intervention Trained	27/08/2016	02/09/2017
	Support Worker Adults Physical Intervention Trained	10/10/2016	02/09/2017
	Support Worker Adults Physical Intervention Trained	10/03/2017	02/09/2017
	Support Worker Adults Physical Intervention Trained	16/03/2017	02/09/2017
	Support Worker Adults Physical Intervention Trained	27/03/2017	02/09/2017
	Support Worker Adults Physical Intervention Trained	07/04/2017	02/09/2017
	Support Worker Adults Physical Intervention Trained	23/04/2017	02/09/2017
	Support Worker Adults Physical Intervention Trained	25/04/2017	29/07/2017
	Support Worker Adults Physical Intervention Trained	28/04/2017	02/09/2017
	Support Worker Adults Physical Intervention Trained	10/06/2017	30/06/2017
	Support Worker Adults Physical Intervention Trained	10/06/2017	02/09/2017
	Support Worker Adults Physical Intervention Trained	17/06/2017	02/09/2017
	Travel Assistance Officer	02/05/2017	22/09/2017
EGEI	Building Control Officer	03/05/2016	29/09/2017
	Building Control Officer	08/10/2016	29/09/2017
	Business Support Officer Level 2	28/06/2017	04/08/2017
	Licencing Assistant	08/07/2013	31/08/2017
	Licencing Assistant	08/06/2016	31/08/2017

T&R	Control Room Operator	23/04/2016	31/08/2017
	Solicitor	15/05/2017	30/08/2017

**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.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 11th September 2017
Report for: Information
Report of: Deborah Lucas, Acting Director of HR

Report Title

Gender Pay Gap Reporting

Recommendation(s)

It is recommended that Employment Committee notes the content of this report and also the plan relating to the formal reporting of the Council's Gender Pay Gap figures.

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	There should be no financial impact as further to the Job Evaluation process the Council completed in 2009 we pay employees equal pay for work of equal value.
Legal Implications:	There is a mandatory requirement to publish our figures for the first time on the government website no later than the 30 th March 2018 and thereafter on an annual basis.
Equality/Diversity Implications	There is no requirement for an Equality Impact Assessment at this stage. The work that follows the publishing of our results should have a positive impact on equality and diversity in terms of putting in place actions with the aim of reducing the gender pay gap.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	The results may impact upon staff morale and employee engagement amongst female employees.
Risk Management Implications	The risks associated with this reporting requirement are low.
Health & Wellbeing Implications	None
Health and Safety Implications	None

1.0 BACKGROUND

- 1.1 Earlier this year, the Government published the Equality Act (Specific Duties and Public Authorities) Regulations 2017, which implement the gender pay gap reporting requirement for the public sector. 'Relevant public authorities' in England with 250 or more employees must report specific figures about their gender pay gap. They must: publish their gender pay gap data on their public-facing website, and; report their data to government online – using the gender pay gap reporting service.
- 1.2 Early 2017, before the full government guidance was published, an exercise was undertaken to get an approximation of Trafford Council's gender pay gap based on data produced on 1st December 2016. The finding was a gap of 12.46% between the mean hourly pay rate of male employees and female employees.

2.0 GENDER PAY GAP REPORTING REQUIREMENTS

- 2.1 There is a requirement to publish the following figures (where applicable to the organisation in question) based on the 'snapshot date' of 31st March 2017, i.e. the payroll data for March 2017. This information must be published no later than the 30th March 2018 and thereafter on an annual basis.
- Mean* gender pay gap.
 - Median** gender pay gap.
 - Mean bonus gender pay gap (not applicable to Trafford Council).
 - Median bonus gender pay gap (not applicable to Trafford Council).
 - Proportion of males and females receiving a bonus payment (not applicable to Trafford Council).
 - Proportion of males and female in each pay quartile.

*The mean is obtained by adding up all the figures and dividing the result by the number of figures in the list.

** The median is obtained by listing all the figures in numerical order and taking the middle number.

- 2.2 In terms of how the results are reported, a positive percentage figure reveals that typically or overall, female employees have lower pay than male employees. A negative percentage figure reveals typically or overall, male employees have lower pay than female employees. A zero percentage figure reveals no gap between the pay of typical male and female employees or completely equal pay overall.
- 2.3 Trafford Council must report for the core organisation, excluding schools (except for schools based employees that we directly employ as we deploy them to schools so they aren't necessarily permanently engaged by a particular school). The legislation details that schools that are a legal entity employing 250 or more people, must publish and report their gender pay gap separately.
- 2.4 Organisations who are a business or charity must publish a written statement signed off by an 'appropriate person', such as the chief executive. Although

this isn't a requirement of public authorities, it is recommended because a supporting narrative will be necessary to provide context and an explanation of the figures.

3.0 THE NATIONAL CONTEXT

3.1 As at 30th August 2017, only 63 organisations had published their gender pay gap details on the national website. The mean pay gaps of the 63 organisations ranged from 15.9% in favour of women to 35.9% in favour of men. The median pay gaps ranged from 23.1% in favour of women to 55% in favour of men. Only 8 organisations had a mean pay gap that favoured women and only 12 organisations had a median pay gap that favoured women.

3.2 Of those that have published, there were only 5 public sector organisations, which included 2 local authorities, namely the Borough of Poole and Doncaster Metropolitan Borough Council. Poole's figures show that women's hourly rate is 1.1% lower (mean) and 3.2% higher (median). Doncaster's figures show that women's hourly rate is 15.7% lower (mean) and 21.1% lower (median).

Details of the pay gap reports for those that have published can be found at: <https://gender-pay-gap.service.gov.uk/Viewing/search-results>

3.3 In 2016 the government reported that the national gender pay gap (median) was 18.1% for all employees, full-time and part-time and 9.4% for full-time employees. The gender pay gap tends to be lower across the public sector than in the private sector.

4.0 TRAFFORD COUNCIL'S APPROACH TO OBTAINING THE DATA

4.1 An AGMA gender pay gap data group was formed in April 2017 with the aim of agreeing a consistent approach to gender pay gap reporting across AGMA (and other associated authorities). The group have met twice to date and have discussed aspects such as: technical reporting requirements; narrative format; where information will be reported, and; comparing figures etc.

4.2 The group has been beneficial and has helped with sharing information and trying to resolve any issues with the methodology. However an entirely common methodology has not been agreed, in the main because of differences in authorities' workforces and systems.

4.3 There is an ACAS and Government Equality Office guide on how to undertake the gender pay gap reporting process, which has been supplemented with specific guidance for public authorities. This information details aspects of the methodology that are a legal requirement and aspects that are considered to be good employment practice but are not mandatory. Therefore there is a certain degree of discretion in how the figures are determined by each organisation. Despite the guidance available, there remains a lack of clarity in a couple of aspects, such as calculating the hourly pay rate for term time employees and how sleep-ins affect the hourly rate of pay.

4.4 There hasn't yet been national guidance on how to calculate the hourly rate for staff on teachers' terms and conditions and there have been different

approaches across AGMA colleagues. As a result, a decision has been made to exclude this group of staff (who number 48) from our figures until after the next AGMA meeting in October where we may obtain further clarity. We will also see if national guidance is published on the approach to be followed.

- 4.5 When considering all aspects of the detailed methodology some decisions have had to be made due to the lack of clarity in some areas. These decisions have been made based on what we see as the best approach given our workforce, the allowances we provide and the capabilities of the HR/Payroll system I-Trent. These decisions are all in line with the legal reporting requirements.
- 4.6 Trafford Council is not responsible for providing figures for schools and they are not included in the Council's figures (except for the employees already mentioned). Schools will only have to publish gender pay gap reports if the legal entity they are part of has 250 or more employees.

5.0 TRAFFORD COUNCIL'S GENDER PAY GAP FIGURES

5.1 The following figures are provisional at present and give an indication of Trafford Council's gender pay gap. As detailed already, they do not include staff we employ on teachers' terms and conditions. Once we have an agreed approach to calculating the hourly rate for this group of staff, the figures will be recalculated based on the entire workforce in scope. The methodology and workings will also all be revisited to ensure accuracy before final figures are produced and reported.

5.2 Workforce demographics:

- Employees: 2323
- Men: 561 (24%)
- Women: 1762 (76%)
- Whole workforce: full-time 49% part-time 51%
- Men: full-time 72% part-time 28%
- Women: full-time 41% part-time 59%
- Mean full-time hourly rate £15.58, part-time hourly rate £10.47

Please note that that the above does not cover all Council employees, instead includes all employees in scope for the figures produced. Those not in receipt of their usual full basic salary during the reporting period must be disregarded for these purposes. Also where an employee has 2 posts, each post will be included in the figures.

5.3 Overall gender pay gap.

	Mean pay gap	Median pay gap
Men	£14.36	£13.07
Women	£12.76	£11.17
Difference	£1.60	£1.90
Pay gap	11.1%	14.5%

5.4 Pay quartiles – number of men and women in each quarter of the payroll.

To aid comparison, the gender split across the whole workforce is men 24%, women 76%.

	Men		Women	
	Number	Proportion	Number	Proportion
Upper quartile	200	34%	381	66%
Upper middle quartile	142	24%	439	76%
Lower middle quartile	98	17%	482	83%
Lower quartile	121	21%	460	79%

5.5 Gender pay gap by quartile

This is not a requirement of the GPG reporting, however it is useful to look at the gap between the pay of our male and female employees in the 4 different pay sectors in the organisation.

5.5.1 Upper quartile

	Mean pay gap	Median pay gap
Men	£20.71	£19.40
Women	£21.36	£19.40
Difference	-£0.65	£0
Pay gap	-3.1%	0%

5.5.2 Upper middle quartile

	Mean pay gap	Median pay gap
Men	£13.64	£13.46
Women	£13.20	£12.97
Difference	£0.44	£0.49
Pay gap	3.2%	3.6%

5.5.3 Lower middle quartile

	Mean pay gap	Median pay gap
Men	£10.41	£10.54
Women	£10.12	£10.47
Difference	£0.29	£0.07
Pay gap	2.8%	0.7%

5.5.4 Lower quartile

	Mean pay gap	Median pay gap
Men	£7.93	£8.06
Women	£7.97	£8.06
Difference	-£0.04	£0
Pay gap	-0.5%	0%

5.6 Gender pay gap by full-time, part-time and casual status

This is not a requirement of the GPG reporting, however it is a useful way of looking at our gender pay gap and the differences by type of contract.

5.6.1 Gender pay gap for full-time employees

	Mean pay gap	Median pay gap
Men	£16.04	£15.22
Women	£15.32	£14.38
Difference	£0.72	£0.84
Pay gap	4.5%	5.5%

5.6.2 Gender pay gap for part-time employees

	Mean pay gap	Median pay gap
Men	£10.03	£8.06
Women	£10.53	£8.87
Difference	-£0.50	-£0.81
Pay gap	-5.0%	-10.0%

5.6.3 Gender pay gap for casual employees

	Mean pay gap	Median pay gap
Men	£14.24	£8.20
Women	£15.69	£9.28
Difference	-£1.45	-£1.08
Pay gap	-10.2%	-13.2%

6.0 WHAT DO OUR FIGURES MEAN AND THE REASONS FOR OUR GENDER PAY GAP

- 6.1 Our overall mean gender pay gap is 11.1% and the median is 14.5%, both in favour of male employees. Nationally the median gender pay gap was reported at 18.1% in 2016, so ours is lower. Due to the low national reporting rate to date, we are currently unable to benchmark ourselves against similar organisations.
- 6.2 Our gender pay gap is significantly affected by the gender composition of our workforce which is 76% female and 24% male. Women are often attracted to working for the Council because of the family friendly and flexible working policies we have in place and also because of the nature of the roles, which traditionally attract female workers. Similarly, the Council offers a lot of part-time working which tends to be more concentrated in the lower pay bands and these posts often attract women. We also have a large number of posts that traditionally tend to be more dominated by women, such as catering, cleaning and care roles, which are on lower bands. Some of the male dominated services such as highways and street cleaning etc. have been transferred out to our partner Amey; this will have affected our gender pay gap as associated posts tended to be on the lower pay bands.
- 6.3 The gender pay gap is also affected by workforce distribution. The majority of the Council's staff are in the lower grades (64% in band 5 or below), this means that the overall pay gap is distorted, reflecting workforce composition rather than pay inequalities.
- 6.4 Although overall we have a mean pay gap of 11.1%, when we break this down into workforce quartiles, the gap significantly reduces or becomes negative. Women in the top quartile of earners and women in the bottom quartile of earners in the organisation actually have a higher average hourly rate than men in the corresponding quartiles. Women in the two middle quartiles only earn

slightly less than their male counterparts on average. The fact that women are proportionately under-represented in the top quartile but actually earn more on average than men illustrates the fact that women are progressing to the most senior posts.

- 6.5 Similarly when we look at full-time, part-time and casual status, the gap significantly reduces and in some cases there is a gap in favour of women. Of particular note is that women on part-time and casual contracts are paid more on average than men in corresponding roles. The key issue is that full-time employees are paid on average significantly more than part-time employees (£15.58 and £10.47 respectively) and many more part-time employees are women than men. 59% of female employees are part-time as opposed to only 28% of male employees.
- 6.6 From an initial analysis of the figures, given that women are over-represented in the upper and lower middle quartiles but men in these quartiles earn a higher average salary than women we may need to focus on the middle earners in order to reduce our pay gap. As more women undertake part-time roles than men and these attract a lower hourly rate on average we may need to consider strategies such as how we might introduce more flexible working opportunities for posts on middle bands.
- 6.7 Further analysis of the data will be undertaken once we have the final figures for all employees in scope. This will include looking at the gender pay gap by directorate. As we drill down further, the picture of gender pay differences in the organisation will become clearer which will inform measures going forward to improve pay for women where it is lower than for men.

7.0 REPORTING OUR GENDER PAY GAP

- 7.1 Organisations have been able to publish their gender pay gap figures since April 2017, however in the 5 months since then, only 63 have done so. There is a likelihood that many will wait until close to the deadline, particularly if the results don't look favourable. The AGMA gender pay gap data group haven't agreed a reporting date, however some have stated that they will report at the end of March. The group are meeting again on the 13th October and it is hoped that many will have provisional figures to share so we can start to compare.
- 7.2 It is proposed that we report our gender pay gap with our Pay Policy Statement in March each year. Once the report has been to Employment Committee we will then publish our figures on the national website (deadline is 30th March).
- 7.3 A narrative will be included in the report detailing information such as the organisational context, the fact that our pay structure has been equality proofed through the pay evaluation process, the make-up of our workforce and any other relevant information. We will also detail any actions taken to date to reduce the pay gap and how we have improved pay for our lowest earners.
- 7.4 At the same time as we publish on the website or earlier, we will communicate the information to our workforce, ensuring that we use simple messaging so that staff understand the differences between equal pay and the figures we

have produced for the gender pay gap and what the pay gap actually means. We will detail the actions that we are putting in place to reduce the gap where possible. We can link to the vision 2031 slogan 'no one held back, no one left behind', i.e. we want women to have the same opportunities to earn the same salary as men.

7.5 We will develop a strategy to look at measures to reduce our gender pay gap.

8.0 RECOMMENDATIONS

8.1 Employment Committee are recommended to note the Council's gender pay gap and associated figures produced to date and also note the plan for reporting our figures both within the organisation and externally.

TRAFFORD COUNCIL

Report to: Employment Committee
 Date: 11th September 2017
 Report for: Information and Decision
 Report of: Deborah Lucas, Acting Director of HR

Report Title

Staff Terms & Conditions – Mandatory Unpaid Leave Update

Recommendation(s)

It is recommended that Employment Committee notes the content of this report and offers a view on the options that are being considered.

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 unpaid leave provision is required to contribute to annual savings in the region of £0.5m to support the 2018/19 budget savings.
Legal Implications:	The implementation process will be fully compliant with employment legislation.
Equality/Diversity Implications	An Equality Impact Assessment will be undertaken in line with the Equality Framework at the appropriate time.
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 if this is proposed. This may impact on service delivery and may also lead to litigation in relation to claims for unfair dismissal and breach of contract. Some of the risk may be reduced by proposing to only apply mandatory unpaid leave to those employees on a higher basic salary.
Health & Wellbeing Implications	As above, the proposals may impact on staff health and wellbeing; support is available via existing health management procedures.

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.
- 1.3 During the summer of 2016, the Council formally promoted a voluntary leave scheme and an analysis of take-up of the scheme highlighted that savings were in the region of £290,000 (including on-costs). As target savings per annum for unpaid leave is £0.5m there was a shortfall for 2017/18 projected as being £210,000.
- 1.4 In order to achieve this shortfall, a proposal was then developed, consulted on and implemented 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.

2.0 VOLUNTARY AND MANDATORY UNPAID LEAVE SCHEME 2018/19

- 2.1 The target savings from unpaid leave remain at £0.5m for 2018/19 and as with the previous year, the aim is to negate the need to have a mandatory scheme by achieving the full amount through a voluntary scheme.
- 2.2 On 12th July 2017 we launched the voluntary unpaid leave scheme which remains open until 15th September 2017. Employees have the opportunity to 'buy-back' up to 10 additional leave days for the leave year 2018/2019. As at 9th August, 138 employees had requested additional leave which equates to estimated savings of £96,695, which is similar to last year at the same point in time. As the scheme is still open, the savings will increase however it appears unlikely that we will achieve the full savings required via this means. It is difficult to estimate what level of savings will be achieved, so for planning purposes, an assumption has been made that we will achieve similar savings to last year. If this is the case we will have a shortfall of approximately £210,000.
- 2.3 As the workforce has been subject to mandatory unpaid leave for a 4 year period (3 years at 3 days and 1 year at 1.5 days) and with a backdrop of a sustained lower than inflationary annual pay award, we would like to try and ease the financial pressure on our lower paid employees. Thus we have

considered other options to achieve the savings such as only applying mandatory unpaid leave to our higher earners.

- 2.4 Some costings have been undertaken, which give very indicative levels of unpaid leave. As we still don't know the exact savings that will be achieved from the voluntary scheme and we don't know if the proportion of employees still to request leave will be higher or lower earners, at this stage it is very difficult to quantify.
- 2.5 Option 1 – applying 1.5 days to all employees in scope.
Option 2 – applying 2 days to employees on Band 4 and above (£20,661).
Option 3 – applying 2 days to employees on Band 6 and above (£25,951).
Option 4 – applying 3 days to employees on Band 8 and above (£31,601).
Option 5 – having a sliding scale, so 1 day for lower earners, 2 days for middle bands and 3 days for higher earners.
- 2.6 When considering which option might be most favourable we need to give thought as to the expectations of our employees, i.e. issues such as: that after 4 years of mandatory leave there may be a certain acceptance around the scheme, so the lower earners may not be resistant to a continued lower deduction; after the reduction from 3 days to 1.5 days it may be unpalatable to higher earners to have an increased deduction again. Having a banded approach might be a way of resolving these issues, however will be slightly more difficult to administer.

3.0 FORUMLATION OF FORMAL PROPOSALS AND CONSULTATION

- 3.1 After the voluntary leave scheme has closed on 15th September 2017, and the savings from this scheme have been established, based on the views of Employment Committee as to the options above we will put together a proposal.
- 3.2 In order to amend and extend the mandatory unpaid leave scheme, 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.
- 3.3 As we did last year we will plan to consult on the proposals at the same time as we consult on the budget proposals, which is likely to be early November. We will issue a S.188 notice to the recognised trade unions and consultation will run for 45 days.

4.0 RECOMMENDATION

- 4.1 Employment Committee is recommended to support the approach to the voluntary and mandatory unpaid leave schemes for 2018/19 and to note and give a view on the possible options being considered.

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