

# Public Document Pack



## TRAFFORD COUNCIL

### AGENDA PAPERS FOR EMPLOYMENT COMMITTEE (RESCHEDULED)

Date: Monday, 7 March 2018 (Originally 5 March 2018)

Time: 12.30 p.m.

Place: Committee Rooms 1, 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>MINUTES</b>		1 - 4
To receive and, if so determined, approve as a correct record the Minutes of the meeting held on 11 December 2017.		
3. <b>PAY POLICY STATEMENT</b>		5 - 12
To receive a report from the Interim Director of HR.		
4. <b>REVISED ALCOHOL AND DRUG POLICY</b>		13 - 28
To receive a report from the Interim Director of HR.		
5. <b>SICKNESS ABSENCE</b>		29 - 40
To receive a report from the Interim Director of HR.		
6. <b>AGENCY SPEND Q3 2017/18</b>		41 - 44
To receive a report from the Interim Director of HR.		
7. <b>WORKFORCE UPDATE</b>		45 - 48
To receive a report from the Interim Director of HR.		

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

To consider an oral report of the Interim Director of HR.

**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, M. Hyman, C. Hynes, D. Jarman and J. Bennett.

Further Information

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

Alexander Murray, Democratic and Scrutiny Officer

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This agenda was originally issued on **Friday, 23 February 2018** 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

11 DECEMBER 2017

### PRESENT

Councillors C. Hynes, D. Jarman, J. Bennett and B. Rigby (in the Chair).

#### In attendance

Deborah Lucas	Interim Director of Human Resources
Rob Smithson	Solicitor
Kirsty Roberts	HR Business Partner
Diane Eaton	Director of Integrated Services, Trafford Council & Pennine Care
Angela Beadsworth	Acting Head of Workforce and Core Strategy
Alexander Murray	Democratic and Scrutiny Officer

### APOLOGIES

Apologies for absence were received from Councillors M. Cawdrey, Mrs. P. Dixon and M. Hyman

### 19. MINUTES

That the Minutes of the meeting held on 11 September 2017 be approved as a correct record and signed by the Chairman.

### 20. AGENCY SPEND

The Interim Director of Human Resources (IDHR) went through the agency spend report for the second Quarter of 2017/18. The Committee were assured that the Council had a robust vacancy clearance process in place to scrutinise the use of agency workers. The latest quarter had a reduction in the amount of spend on agency workers within CFW but an overall increase from Quarter 1 of £13,000. When compared to the same quarter in 2016/17 the level of spend had reduced by £100,000.

As per the Committee's request at the meeting 11 September 2017 the Director of Integrated Services (DIS), Trafford Council & Pennine Care attended the meeting in order to provide additional detail regarding the level of agency spend within CFW. The DIS explained that the CFW directorate strived to keep the amount of agency spend to a minimum. However, due to the number of statutory responsibilities that the directorate had to fulfil when workers became ill or left the Council those positions had to be filled with immediate effect.

One Committee member mentioned the funding that Manchester City Council had received to hire an additional 60 social workers and asked whether similar funding would be available to Trafford. The DIS responded that those measures were being taken in Manchester to address the issues that were identified in their recent

**Employment Committee**  
**11 December 2017**

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CQC inspection. Trafford had received a good rating from the CQC and so would not be receiving additional funding.

The DIS informed the Committee that Trafford were starting to “grow their own” social workers by offering training to assessors so that they could become qualified social workers. Further, Trafford had recently launched the three conversations model and it had received a lot of positive feedback from social workers. One Councillor asked whether the 3 conversations model was only used within Trafford. The DIS responded that the three conversations model was used by roughly 15 local authorities nationwide and that Trafford was now being asked by other councils how to implement the approach. The DIS then offered to attend another Committee meeting in order to explain the 3 conversations model in detail and the Committee accepted the offer.

RESOLVED:

- 1) That the report be noted.
- 2) That the Director of Integrated Services is to attend another meeting to explain the 3 conversations model in detail.

## **21. EMPLOYMENT POLICY REVIEW**

The IDHR informed the Committee that Human Resources (HR) were going through a programme of modernisation. The three policies that had been sent out with the report were the first for the Committee to consider and agree. The Committee were told that officers had conducted research and benchmarking exercises with other authorities in order to develop the new policies. The managers who use the current policies the most and trade union representatives had worked alongside the HR officers in developing the policies to ensure that they were fit for purpose and easy to understand. The proposed policies were streamlined compared to the current policies and took a consistent approach to setting out timescales with a standardised template being used to design them all. If agreed by the Committee the policies would be implemented in February 2018 and would be preceded by a number of training sessions being run for officers and managers. Both the policies and the planned transition period had already been agreed and welcomed by the trade unions.

The Committee were asked whether they had any questions and one Member enquired about the change made to the right to representation in informal meetings. The IDHR explained that staff members were still able to have representation at informal meetings if they requested it but it removed the necessity of having a union representative attending. Following the IDHR’s response the Committee approved the revised policies and the associated implementation plan.

RESOLVED:

- 1) That the report be noted by the Committee.
- 2) That the Committee approves the revised policies and the associated implementation plan.

## **22. WORKFORCE UPDATE**

The Interim Director of Human Resources delivered the latest Workforce Update to the Panel. The Panel were told that the level of staff turnover had increased but was still below the national average. The amount of agency spend had decreased most notably within CFW where a number of vacancies had been filled. The levels of sickness within the Council had stayed roughly the same at 10.26 days off per employee per year. The Health and Safety Unit Manager had conducted a piece of work within CFW which had involved working with senior officers and holding a number of feedback sessions with staff members. The employment awards had been well attended and well received by staff. There had been a number of Health and Wellbeing events held since the last meeting including one which was being held at Sale Waterside on that morning.

One Panel member requested that information relating to why people were leaving the Council be brought to a future meeting. The Interim Director of HR informed the Member that whilst it was part of the leaving procedure that exit documentation was completed, this was often not carried out by staff leaving. The importance of this is being promoted with the workforce and it was hoped that more accurate data would be available in a few months' time.

RESOLVED:

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

## **23. MANDATORY UNPAID LEAVE**

At the last meeting of the Committee the IDHR had brought a report to the Committee with a number of options for mandatory leave in 2018/19. The Committee fed back that they felt the Council should do what it could to protect the lowest paid members of staff from the effects of mandatory leave. Following that feedback the mandatory leave position was that staff members on less than band 3 would be exempt from the mandatory leave. The IDHR informed Committee Members that the consultation with staff was ongoing and would conclude on the 8<sup>th</sup> January 2018. As of the meeting 30% of staff had signed up to the policy on a voluntary basis and a full report on the outcome of the consultation would be brought to the next meeting of the Committee.

RESOLVED:

- 1) That the update be noted by the Committee.
- 2) That a report on the outcome of the Consultation be on the agenda of the next meeting of the Committee.

## **24. SICKNESS EXEMPTIONS**

The IDHR informed the Committee that since the meeting 11 September 2017 there had been two requests for exemptions and both had been granted.

RESOLVED:

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

**25. ACKNOWLEDGEMENTS**

The Chairman informed the Committee that the Interim Director of Human Resources had accepted a new position and would be leaving the Council. The Committee thanked the Interim Director of Human resources for all the work that she had done for Trafford and across the North West and they wished her all the best in her new role.

The Chairman thanked all those in attendance for their hard work during 2017 and wished them a merry Christmas and a Happy New Year.

The meeting commenced at 10.30 am and finished at 11.00 am

## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 5th March 2017  
**Report for:** Approval  
**Report of:** Director of Human Resources

### Report Title

Trafford Council's Pay Policy Statement for 2018/19

### Summary

This paper provides Council with information relating to Trafford's pay policy for 2018/19 in line with the requirements for the Localism Act 2011.

### Recommendation(s)

To note and approve the 2018/19 Pay Policy statement as set out in the attached report.

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

Name: Cath Hay  
Extension: 2016

### Background Papers:

The Code of Recommended Practice for Local Authorities - Department for Communities and Local Government.

Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011 - Department for Communities and Local Government.

Local Authorities (data transparency) code 2013

Relationship to Policy Framework/Corporate Priorities	The information provided within the report aligns with the Council's corporate priority of 'Low Council Tax and Value for Money'
Financial	The report information ensures that we comply with financial regulations in respect of data transparency and accounts and audit regulations.
Legal Implications:	Compliance with all relevant employment legislation is a critical and a key component of this strategy to ensure that our legal governance structure is robust and can defend employment claims should the need arise.
Equality/Diversity Implications	The pay policy will ensure that we remunerate our employees fairly and with due respect to all equality policies and strategies.

Sustainability Implications	Not applicable
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

## 1. Background

The Pay Policy Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the Pay Policy Statement is to increase accountability in relation to payments made to senior employees in the public sector, in particular those in local authorities, by enabling public scrutiny.

The requirements of the Localism Act in respect of transparency about senior pay builds on the Accounts and Audit (England) Regulations 2011 with which the Council is also compliant; published details of the Council's remuneration of its Chief Executive and Corporate Directors can be found on the Council's public website.

The Pay Policy Statement articulates the Council's own policies towards a range of issues relating to the pay of its workforce, in particular its Chief Officers, as defined by the Local Government and Housing Act 1989 and to its lowest paid employees.

As specified in the Act, this requirement does not extend to schools and this Statement does not therefore include school based employees.

For the first time the statement also incorporates;

- the Council's Gender Pay Gap information as the Council is now required to publish this on an annual basis under the GPG reporting requirements.

In summary, the Pay Policy Statement identifies:

- ❖ The method by which salaries and severance payment are determined;
- ❖ The detail and level of remuneration of the Council's most senior managers i.e. Chief Executive, Corporate Management Team, Service Directors;
- ❖ The committee responsible for ensuring that the Pay Policy Statement is applied consistently, the Employment Committee, which has delegated powers in relation to senior manager employment;
- ❖ The detail and level of remuneration for the lowest level of post/employee;
- ❖ The ratio of pay of the top earner and that of the median earner.
- ❖ Gender Pay Gap

## 2. Recommendation

Council is recommended to note and approve the 2018/19 Pay Policy statement as set out in the attached report.



## TRAFFORD PAY POLICY STATEMENT 2018/19

### 1. Introduction

1.1 Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Council’s approach to pay in accordance with the requirements of Section 38 of the Localism Act 2011. From 2012 onwards local authorities are required to publish an annual statement of their policy for the relevant financial year.

1.2 The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees (excluding teaching staff and employees working in local authority schools), by identifying;

- The methods by which salaries of all employees are determined;
- The detail and level of remuneration of its most senior staff i.e. Head of Paid Service, ‘Chief Officers’, the Monitoring Officer, and Deputy Chief Officers as defined by the relevant legislation;
- The remuneration of its lowest paid employees;
- The relationship between the remuneration levels of the most senior employees and that of other employees;
- The Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and making recommendations on any amendments to Full Council.

1.3 Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review as a minimum on an annual basis.

### 2. Legislation Relevant to Pay and Remuneration

2.1. In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the National Minimum Wage (Amendment) Regulations 2016, Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations.

2.2 The Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of NJC and Hay job evaluation mechanisms, which directly establish the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.

### 3. Accountability and Decision Making

3.1 In accordance with the Constitution of the Council, the Employment Committee is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

3.2 Decisions relating to salary packages for new posts above £100k are subject to full Council approval. In addition, any severance arrangements agreed in line with the relevant policies that exceed £100k are subject to full Council approval.

#### **4. Pay Structure**

4.1 The Council's pay strategy must be one of balance between securing and retaining high-quality employees whilst maintaining pay equality and avoiding excessive pay rates.

4.2 The Council uses the nationally negotiated pay spine(s) (i.e. a defined list of salary points) as the basis for its local pay structure, which determines the salaries of the large majority of its (non-teaching) workforce together with the use of locally determined rates where these do not apply.

4.3 All other pay-related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.

4.4 In determining its grading structure and setting remuneration levels for any posts, which fall outside its scope, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

4.5 New appointments will normally be made at the minimum of the relevant pay scale for the grade, although from time to time it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate.

4.6 To meet specific operational requirements, it may be necessary for an individual to temporarily take on additional duties to their identified role. The Council's arrangements for authorising any additional remuneration relating to temporary additional duties are set out in the Act-up and Additional Payments Policy.

4.7 Any temporary supplement to the salary scale for the grade is approved in accordance with the Council's Market Rates Supplement Policy.

4.8 An organisation chart covering staff in the top three levels of the organisation provides information on the senior salary pay structure for the Council.

#### **5. Senior Management Pay Arrangements**

5.1 For the purposes of this statement, senior management means 'Chief Officers' as defined within the Localism Act. The posts falling within the statutory definition are set out in the data published for the Code of Recommended Practice for Local Authorities on Data Transparency and Accounts and Audit (England) Regulations.

5.2 The Chief Executive and Chief Officers receive minimal additions to salary. These include Returning Officer fees for local and other elections as they arise from time to time.

5.3 The Chief Officer car allowance scheme was deleted as part of the 2014/15 budget proposals along with the general essential car user scheme and replaced by a critical car user scheme. The Chief Executive or any Chief Officer does not qualify to access the revised arrangements.

5.4 We will continue to consider how we can introduce more transparent performance arrangements at a senior management level. Salary progression within the range is linked to attainment of pre-determined objectives and targets as set out in the Performance Development Review process.

## **6. Recruitment of Chief Officers**

6.1 The Council's policy and procedures with regard to recruitment of Chief Officers is set out within the Council constitution Part 4 Officer Employment procedure rules.

6.2 When recruiting to all posts, the Council will take full and proper account of all provisions of relevant employment law and its own Equality, Recruitment and Redeployment Policies as approved by Council.

6.3 The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with relevant job evaluation methodology, market factors and recruitment policies in place at the time. For new posts, with recommended salary packages in excess of £100k, approval of Full Council is required.

6.4 Where the Council is unable to recruit Chief Officer posts, or there is a need for interim support to provide cover for a substantive Chief Officer post, the Council will, where necessary, consider engaging individuals under a 'contract for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money benefits, from competition, in securing the relevant service.

6.5 In assessing such, it should be noted that in respect of such engagements, the Council is not required to make either pension or national insurance contributions for such individuals.

## **7. Pension Contributions**

7.1 Where employees have exercised their statutory right to become members of the Local Government Pension Scheme, the Council is required to make a contribution to the scheme representing a percentage of the pensionable remuneration due under the contract of employment of that employee.

7.2 The rate of contribution is set by Actuaries advising the Greater Manchester Pension Fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The current rate is set at 20.4%

## **8. Payments on Termination**

8.1 The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 [and if appropriate] Regulation 12 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 200

8.2 Recent proposals in relation to capping public sector exit payments regulations and the enforcement of repayment of public sector payments in certain circumstances where an individual returns to the public sector have not yet been imposed. The cap is currently proposed at £95,000 on the total value of exit payments made and applies to all types of arrangements and forms of exit payment such as redundancy payments, compensatory payments and lump sums awarded under a settlement agreement or a COT3, for example.

8.3 The Council will fully comply with changes to legislation in relation to remuneration and exit payment requirements should legislation change.

8.4 Any current payments falling outside of these provisions or the relevant periods of notice within the contract of employment shall be subject to a formal decision made by the Employment Committee. Payments on termination in relation to the policy set out above that exceed £100k are subject to approval of Full Council.

**9. Re-employment / Re-engagement of former Chief Officers**

9.1 The Organisational Change Framework sets out the arrangements and restrictions by which Chief Officers are re-employed or re-engaged on a contract for services following termination of employment.

9.2 The repayment of public sector exit payments as per 8.2 once confirmed will determine our revised approach to the re-engagement of Chief Officers.

**10. Lowest Paid Employees**

10.1 The lowest paid employees employed under a contract of employment with the Council are employed on full time [36.25 hours] equivalent salaries in accordance with the minimum spinal column point (scp) currently in use within the Council's grading structure.

10.2 As at 1<sup>st</sup> April 2018, the lowest entry level spinal column point is equivalent to £15,014 per annum. We track the current national and local initiatives regarding low paid staff, benchmarking with our regional counterparts to ensure pay parity.

10.3 The Council employs Apprentices who will be employed on the National Living Wage from April 2018.

<b>Year</b>	<b>25 over</b>	<b>21 to 24</b>	<b>18 to 20</b>	<b>Under 18</b>	<b>Apprentice</b>
2018	£7.83	£7.38	£5.90	£4.20	£3.70

10.4 The relationship between the rate of pay for the lowest paid and Chief Officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

10.5 The current pay levels within the Council define the multiple between the median (average) full time equivalent earnings and the Chief Executive as 1:7:28 and; between the lowest paid employee and average Chief Officer as 1:5:63.

10.6 As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmarking information as appropriate. In addition, upon the annual review of this statement, it will also monitor any changes in the relevant 'pay multiples' and benchmark against other comparable Local Authorities.

## **11. Gender Pay Gap**

11.1 From 2017 Gender Pay Gap (GPG) reporting for the public sector will require public Authorities including government departments, the armed forces, local authorities and NHS bodies and most schools with 250 employees or more must publish and report specific figures about their gender pay gap.

11.2 The information which must be published is the mean gender pay gap in hourly pay, the median gender pay gap in hourly pay, the mean bonus gender pay gap, the median bonus gender pay gap: promotion of males and females receiving a bonus payment and the proportion of males and females in each pay quartile.

A point to note is that Trafford Council does not have any pay bonus schemes and so we will not report on this aspect.

11.3 Trafford Council's overall mean pay gap is 10.7% and the median is 17%, both in favour of male employees. There are a number of influencing factors which are as follows;

- Our GPG is significantly affected by the gender composition of our workforce which is 76% female and 24% male;
- We employ a lot of part time roles in Trafford which attract females and evidence show that these roles pay less than full time roles;
- We have some large in house services with lower paid bands which traditionally attract females – catering, cleaning, passenger assistants, care assistants and support workers; If we remove these groups the gap reduces to 2.86% (mean) and 10.44% (median);
- We have an ageing workforce and evidence shows that the gender pay gap widens above age 40;
- Some services such as highways and street cleaning services that predominantly attract male workers have been transferred out to a Contractor; this will have affected our GPG as associated posts tended to be on the lower pay bands;
- 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.

11.4 This is the first time that Trafford has produced GPG information so it is not currently possible to view trends historically. We will develop a strategy to look at measures to improve our gender pay gap.

11.5 The Council will publish the figures on the national Gender Pay Gap Reporting website before the deadline of 30<sup>th</sup> March 2018.

## **12. Trade Unions**

12.1 The Council recognises two trade unions – UNISON and GMB, for collective bargaining purposes and there are currently two full time equivalent UNISON officials in employment.

## **13. Publication**

13.1 Upon approval by the Full Council, this statement will be published on the Council's Website.

**TRAFFORD COUNCIL**

**Report to:** Employment Committee  
**Date:** 5 March 2018  
**Report for:** Information  
**Report of:** Debbie Quinn, HR Business Partner

**Report Title**

**Revised Alcohol and Drugs policy.**

**Recommendation(s)**

**It is recommended that Employment Committee notes the content of this report and approves the revised Alcohol and Drugs policy so it can be implemented.**

Contact person for access to background papers and further information:

Name: Debbie Quinn  
 Extension: x4146

Relationship to Policy Framework/Corporate Priorities	This proposal aligns with the council's Corporate Priority 'Reshaping Trafford Council'.
Financial	None.
Legal Implications:	The policy has been drafted in accordance with ACAS guidelines and with relevant case law in mind. The implementation plan will ensure that employees are managed under the relevant version of the policy, whilst the new ones is transitioned in, reducing any risk of a procedural claim at employment tribunal.
Equality/Diversity Implications	An EIAs will be undertaken for the policy to ensure there is no adverse effect on any group.
Sustainability Implications	None.
Staffing/E-Government/Asset Management Implications	The revised policy has a more flexible and simplified process and so it should be easier for staff to understand. If staff are managed using one of the policies their experience should be improved.
Risk Management Implications	None.
Health & Wellbeing Implications	None.
Health and Safety Implications	None.

## 1.0 BACKGROUND

1.1 The current version of the Council's Alcohol and Drugs policy has been in place for a long time and so was due for a full review.

## 2.0 REVIEW PROCESS

2.1 Research and benchmarking with other local authorities has been undertaken to identify different approaches and best practice and the ACAS guidelines have been reviewed. The policy has been revised on this basis and we have also simplified some of the language to make it more accessible to all.

2.2 The first draft of the policy was reviewed internally by the HR management team. It was then considered by the new policy review group which comprises representation from our Unions, Unison and GMB and also a manager from each Directorate (2 within CFW so adults and children's services are covered). The group was sent the revised policy and information highlighting the key changes in advance of meeting so they could absorb the information. Then the group met to go through the key changes and had a discussion and agreed any changes as appropriate. The Acting Director of HR then undertook a final review.

## 3.0 KEY CHANGES TO THE POLICY

3.1 The policy has been streamlined and simplified with more use of plain English and with reduced usage of HR terminology, wherever possible, to make it easier to understand and follow.

3.2 The policy has been created in the new generic template which all revised HR policies will use. It has a contents table so that staff and managers can find the section that they want easily. It also has a version control table so that there is a clear audit trail of different changes and versions of the policy.

3.3 The key changes to the policy are:

Previous policy	Proposed policy
Introduction has reference to government documents on how they are tackling alcohol and drugs.	This has been taken out as it isn't relevant to leave a more focused introduction.
Most references to dealing with issues when an employee isn't admitting a problem or not trying to overcome the issues is use of the disciplinary policy.	If the employee fails to admit there is a problem, or discontinues treatment and their behaviour is a risk or their performance is affected then they will be managed using the most appropriate policy, i.e. disciplinary, capability or attendance management depending on the issues arising.
Short aims section, not comprehensive.	Expanded the purpose section to include ensuring health and safety of staff and service users and also to set clear rules about drugs and alcohol in relation to the workplace.



Principles section.	Moved information from the principles to other sections.
Doesn't detail types of drugs or detail information on recognising signs of abuse.	Details types of drugs for example awareness of the effects of NPS or prescription drugs used inappropriately. Has more information on possible signs of abuse/misuse to help identify problems.
Doesn't clearly state what isn't acceptable in relation to drugs and alcohol at work.	Clear guidance on what isn't acceptable in relation to alcohol and drugs under the section: 'Alcohol and Drugs in Relation to the Workplace' so staff are clear.
States that staff should not be under the influence of alcohol or drugs when undertaking paid work, and also that given the possible effect of even small amounts of alcohol, consumption either before starting work or during the working day is strongly discouraged.	More clarification regarding having a drink during the working day.
No references to agile working.	Mentions the issue of agile working and how it might be used to conceal a problem – to raise awareness.
Has a designated officer (in HR) for each service who can be contacted if employee has an issue and doesn't want to raise it with their manager.	Employee would contact HR rather than a designated person as this wasn't use in practice.
Little information about the effects of drugs and alcohol.	More information about how long alcohol and drugs can affect individuals so they are aware and aren't under the influence at work.
Procedure is quite formal and prescriptive with a formal meeting with right to representation if the manager thinks there might be a problem.	The procedure is now slightly less prescriptive, a bit more flexible and less formal. If a manager suspects a drugs or alcohol issue they have a meeting (previously referred to as an interview) and union representation wouldn't be necessary as it is at an informal stage, i.e. just the manager talking to the employee to explore the issue. Consistent with the change in the disciplinary policy.
The procedure has inflexible stages.	The policy is now broken down into sections including where an employee is found to have a problem and is co-operative and where an employee denies a problem/is un-cooperative. This is to highlight the difference in approach where someone is trying to seek help and improve.
Once an Occupational Health report is obtained it goes to the Head of Service.	The Occupational Health report goes to the line manager dealing with the issue.
Of an employee goes on a treatment programme they get paid leave.	If an employee goes on a treatment programme the time will be reported as sickness leave as they aren't fit to attend work for a medical reason because they are receiving treatment which makes it consistent with other issues.

Details options such as ill health retirement if an employee won't be fit to continue working.	Now no reference to ill health retirement as reference is already made to using appropriate policies such as Attendance Management which would consider Ill Health Retirement as appropriate.
Formal language.	More plain English language used where possible.
Reference to the Trafford Drug and Alcohol Team (DAAT).	Reference to the current support available from Achieve Trafford, which is different for under 21s and over 21s.

#### **4.0 IMPLEMENTATION PLAN**

- 4.1 We plan to implement the new policy on 1<sup>st</sup> April 2018 with a new web page on the HR intranet. The web page will have information to make it clear that the new policy has been launched.
- 4.2 On the 1<sup>st</sup> April communications will go out that will make it clear that from this date the new version of the policy must be used for any new issues that arise. Any cases that are currently being progressed at that time will continue to be managed using the old version of the policy. The Business Partnering Team will link in with managers on the cases they are aware of to ensure this happens. The revised policy will be on the intranet and the previous version will only be accessible via HR where they are needed. There will be direct communications to managers to ensure that they remove old versions of the policies that they might have saved on local drives.

#### **5.0 RECOMMENDATIONS**

- 5.1 Employment Committee are recommended to note support the implementation of the new Alcohol and Drugs policy. They are asked to give support for the implementation plan.

## **Appendix 1**

Alcohol and Drugs policy

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# TRAFFORD COUNCIL

## ALCOHOL AND DRUGS POLICY

Author

Human Resources

Date

TBC

Version

2.0

## Version Control

<b>Issue</b>	<b>Date</b>	<b>Author</b>	<b>Change History</b>
V1.0	-	-	First version
V2.0	February 2018	-	Revised version

## Contents

<b>Number</b>	<b>Section</b>	<b>Page</b>
1.	Introduction	4
2.	Purpose	4
3.	Scope	4
4.	Alcohol and drugs in relation to the workplace	5
5.	Identifying alcohol or drug misuse/abuse	6
6.	Self help	7
7.	Procedure where an alcohol or drug related problem is suspected	7
8.	Confidentiality	9
9.	Further support	10

## **TRAFFORD COUNCIL – ALCOHOL AND DRUGS POLICY**

### **1. Introduction**

- 1.1 The misuse and abuse of alcohol and drugs has a major impact on health and the overall effects of this in terms of personal, social and economic costs are large.
- 1.2 Alcohol and drug abuse can affect work performance and behaviour in a negative way. It can cause a particular risk in jobs where safety is very important and also jobs where there is contact with service users, especially those that are vulnerable. The Council has a responsibility to employees, service users and the public, to make sure that this risk is reduced as far as possible. Also the effects of alcohol and drug abuse are likely to harm the organisation's reputation, image and its ability to deliver high-quality services.
- 1.3 Anyone can develop a problem with alcohol or drugs and it is important that we have appropriate strategies and arrangements to help and support employees wherever possible.

### **2. Purpose**

- 2.1 The overall purpose of this policy is to provide guidelines which help managers to deal with employees whose performance and/or behaviour is being affected by the abuse or misuse of alcohol or drugs.
- 2.2 The policy aims to:
  - Ensure the health, safety and wellbeing of employees and the public.
  - Detail the support available to employees with alcohol and drug problems.
  - Prevent and reduce the number of alcohol and drug related problems by promoting healthy practices which includes a sensible attitude towards substances.
  - Encourage a supportive culture to help employees to feel able to talk about alcohol and drugs problems and to take responsibility to deal with the issues, but also ensuring appropriate standards of attendance, conduct and performance are maintained.
  - Set clear rules about the use of alcohol and drugs in relation to the workplace.

### **3. Scope**

- 3.1 This policy covers all employees of Trafford Council with the exception of Teaching and Support Staff employed by Schools.



- 3.2 Agency staff and contractors must also comply with this policy with any conduct or capability issues being dealt with under their own organisation's policies, unless their contract specifies otherwise.
- 3.3 Substance abuse refers to the harmful or hazardous use of psychoactive substances, including alcohol and drugs. This can lead to dependence syndrome - a cluster of behavioural, cognitive and psychological phenomena that develop after repeated substance use that typically include a strong desire to take the substance, difficulties in controlling its use, persisting in its use despite harmful consequences, a higher priority given to the substance use than other activities and obligations, increased tolerance and sometimes a physical withdrawal state.
- 3.4 Substance abuse can have a negative effect on an individual's health and welfare, social interactions, conduct and work performance.
- 3.5 The term 'drugs' include:
- Any illegal drugs (Class A, B and C).
  - Any prescription drugs (whether prescribed for self or others) which have been knowingly misused.
  - Any over the counter remedies which have been knowingly misused (for example taking a larger dose, or more frequent doses than recommended).
  - Any new psychoactive substances (NPS) formerly known as 'legal highs' – these can be any substance which has had or is intended to have a psychoactive effect on the user.
  - Any volatile substances or solvents, including lighter gas refills, aerosols, glues, paint thinners, and correcting fluids.

#### **4. Alcohol and drugs in relation to the workplace**

- 4.1 Employees must start work in a fit state and unaffected by alcohol or drugs and maintain this state during working hours. They must also be unaffected by alcohol or drugs if they have to be available to attend work, i.e. undertaking on-call duties.
- 4.2 Employees are not allowed to consume alcohol or drugs in the workplace during normal working hours. Exceptionally, alcohol may be permitted as part of an approved workplace event. These events should be held outside of normal working hours and must be approved by the Chief Executive or an appropriate service area Director.
- 4.3 Employees should be aware that alcohol stays in the bloodstream for approximately one hour per unit, however this depends on many factors. Different types of drugs will affect individuals differently and will have varying durations of effect. Many people aren't aware how long chemicals remain in their bloodstream and can underestimate the effects. Staff need to be aware of this and they must ensure that they are not affected by substances when they commence work.

- 4.4 Many over-the-counter medicines and prescription drugs can have side effects which can affect an individual's performance and ability to carry out their work in a safe manner. Employees are responsible for checking with their GP or pharmacist whether the medication they are taking could cause any such impairment and to tell their manager if there is an issue. Staff should be particularly careful when starting on new medication or increasing doses.
- 4.5 If employees go to work in an unfit state, or appear to be in an unfit state at any point during their working day/night, they may be asked to go home. Their manager will think about whether they should be accompanied if they are worried that they are not capable of getting home safely on their own. Managers will take appropriate action once the employee returns to work, which may include disciplinary action.
- 4.6 Managers must think about the best way to supervise employees who work from home, or who undertake other types of remote working. Managers should also be aware of the possibility that these types of agile working options could be used to hide issues, i.e. an employee with an alcohol or drug problems might try to avoid being seen or heard by colleagues if they are under the influence of a substance.
- 4.7 The use, possession, buying or selling of illegal drugs on Council premises, in Council vehicles or during working hours is strictly prohibited, will be considered to be gross misconduct and will be reported to the police for investigation.
- 4.8 The Council's approach to dealing with alcohol or drugs related issues will normally be based on whether the employee has a dependency, i.e. an underlying health issue or whether the issue is related to recreational use (see section 7).

## **5. Identifying alcohol or drug misuse/abuse**

- 5.1 Alcohol and drug dependency are primarily health problems and those affected need specialist help. The Council will seek to support employees as far as is possible, firstly with a referral to Occupational Health and with treatment where appropriate. The amount of continued support may depend upon how co-operative the individual is in trying to deal with the problem, so that they can do their job to a satisfactory level.
- 5.2 Because of the nature of the problem and the stigma attached, individuals often deny, even to themselves, that they have an alcohol or drugs problem, and conceal it until their dependence is so bad they can no longer hide it. The earlier treatment begins the better, so early identification is important. This might mean an individual themselves asking for support, or a friend or family member encouraging them to ask for support. Alternatively an employee may seek support from their manager.

- 5.3 Employees should never attempt to cover up for a colleague who has alcohol or drug problems. It does not help the individual concerned and it could cause harm to other employees or the public.
- 5.4 Signs of substance abuse or misuse are not always obvious and they can be the same as symptoms or signs of other illnesses or issues that might be affecting an individual. Signs of drug and alcohol misuse/abuse that managers may look out for may include:
- Sudden mood changes, including irritability, tiredness, excitability, aggression.
  - A tendency to become confused with possible hallucinations.
  - Abnormal changes in concentration and energy.
  - Decline in work performance and productivity.
  - Excessive tiredness.
  - Frequent lateness and poor time-keeping.
  - Increase in short term absences (particularly Mondays and Fridays).
  - Frequently working from home at short-notice.
  - Obvious smell of drink during working hours or over a period of time.
  - Deterioration in relationships with colleagues, management, customers or personal relationships at home.
  - Signs of intoxication, e.g. slurred speech, unsteady, bleary eyes, flushed face, hand tremors.
  - Poor personal hygiene.
  - Accident prone.

## **6. Self help**

- 6.1 In some cases an employee does admit to themselves that they have a problem and they may be able to manage it entirely themselves, or they may get support to do so. They can contact the Council's confidential counselling service and there are lots of external agencies that can help – see section 9 for information. Although the Council encourages staff to speak to their manager about such issues, the manager may never become aware of the problem unless the employee isn't able to function at an appropriate level and their performance or behaviour changes for the worse.
- 6.2 Employees who are managing a drugs or alcohol problem themselves, should always ensure that they don't put themselves, colleagues or the public at risk and if they work in an unfit state they must report this to their manager or another appropriate person.

## **7. Procedure where an alcohol or drug related problem is suspected**

- 7.1 This policy sets guidelines, but cannot cover all the possible scenarios, so if a manager is uncertain as to the best approach to take they should contact the HR Business Partnering team for advice.

- 7.2 To enable the Council to help an employee with a substance abuse or misuse problem, they will be expected to give permission for the Council to have access to relevant medical information from their GP.
- 7.3 When a manager suspects that an employee might be misusing or abusing alcohol or drugs they should meet with them to discuss the issue, instead where appropriate, there may be a more suitable person who could meet with them. The discussion should focus on the employee's concerning conduct and/or behaviour, detailing what has been observed and heard, with questioning about what might be causing the issues, such as a possible health condition. The aim should be to try to get the employee to open up about any issues that they have, rather than the manager making accusations, which are likely to be based on some assumptions which may not be correct.
- 7.4 The suspicion of a drug or alcohol issue may also come about through a work-related incident or issues arising.
- 7.5 Whether the employee admits that they have a problem related to alcohol or drugs or not, a referral to Occupational Health should be considered where appropriate, for support and advice.
- 7.6 Evidence of alcohol or drug misuse/abuse /employee co-operative
- 7.6.1 Where an employee admits to having a problem related to alcohol or drugs and this is confirmed by Occupational Health, or Occupational Health have reported this, arrangements will be made for an appropriate treatment/recovery programme. This may take various formats, which could include regular short absences, or an extended absence, amongst others.
- 7.6.2 Where an employee isn't fit to attend work as they are having treatment, they should give their manager a self-certification form or a fit note and be recorded as taking sickness absence. Where an employee is well enough to be in work and is attending treatment sessions, which are during work time, consideration should be given as to the most appropriate way of recording this which might include: medical appointments; leave; flexi; TOIL. There should be regular contact between the employee and their manager to make sure they are making progress and are well enough to be in work.
- 7.6.3 Where an employee completes a programme of treatment, Occupational Health will assess how successful it has been and will advise on whether the employee is able to continue with their duties. In some cases permanent redeployment will be considered in which case the Redeployment Policy would be followed. For example through treatment it may be discovered that the pressure of the employee's job has contributed to their alcohol or drug abuse/misuse and working in a lower band or different type of job would mean they are less likely to relapse.
- 7.6.4 After completing a programme of treatment, if an employee has a relapse, with advice from Occupational Health, the Council will decide whether further

treatment is appropriate or whether the employee may face action under the most appropriate policy.

#### 7.7 No evidence of alcohol or drug misuse/abuse or non-co-operation

7.7.1 In the following scenarios, the manager will make a decision about how to deal with the employee's circumstances using the most appropriate procedure.

- If Occupational Health find that: there is no evidence of alcohol or drug misuse or abuse.
- If the employee isn't referred to Occupational Health.
- If the employee doesn't co-operate (they deny there is a problem, they refuse treatment, they don't follow and stay on the treatment programme).

7.7.2 The policies to be considered are: Attendance Management; Capability, or; Disciplinary. Please discuss with HR before any formal process is started.

#### 7.8 Fitness to undertake duties

7.8.1 Whilst every effort will be made to keep the employee in their existing job, if at any point during the process, there is doubt about whether they are fit and safe to undertake their duties, the manager should undertake a risk assessment. This is essential as the Council has a duty of care for all concerned. They should then decide on the best course of action until they have medical advice, which could include the following options: ask them to stop undertaking work, let them work from home, re-allocate some/all duties or temporarily redeploy them. This is particularly important in roles where health and safety are critical, or there is a particular risk to service users or the public. Whilst an employee is receiving treatment they may be on medication that can affect their ability to do their job or some aspects of it. With Occupational Health advice all options should be looked at to keep them in work wherever possible including those already mentioned. In these circumstances, if the manager is in any doubt they should contact HR for advice.

7.8.2 Similarly once there is a better understanding of the full circumstances and after a risk assessment has been done, the employee can return to work, or to their normal duties or permanent redeployment may be an option.

### 8. Confidentiality

8.1 All meetings held with the employee must be held in private.

8.2 The records of any employee who has had a drug or alcohol misuse problem will remain confidential and be held in accordance with the General Data Protection Regulations.

- 8.3 Information regarding individual cases will not be divulged to third parties unless either permission is given by the employee to do so or where the safety of the employee or others may be compromised by not doing so or if disclosure is required by law.
- 8.4 When an employee is referred to a specialist agency via Occupational Health, they will be asked to sign to agree that Occupational Health can access their records so that they can obtain feedback on attendance and progress. If an employee is already accessing specialist services they can choose whether to disclose this to their manager and Occupational Health.

## **9. Further support**

- 9.1 Achieve Trafford offers support to anyone living in Trafford experiencing problems with drugs and alcohol.

- 9.2 If you are 21 or over please contact:

Achieve Trafford Clinical Treatment Service

454 Chester Road  
Old Trafford  
M16 9HD

Tel: 0161 358 0991

- 9.3 If you are under 21; please contact:

Achieve Trafford Psychosocial Interventions Service and Young Persons

Bridgewater House  
Bridgewater Street  
Sale  
M33 7EQ

Tel: 0161 905 8570

- 9.4 If you don't live within Trafford, your local authority or local NHS provider should be able to sign-post you to relevant support.

**TRAFFORD COUNCIL**

**Report to:** Employment Committee  
**Date:** 5 March 2018  
**Report for:** Information  
**Report of:** Director of HR

**Report Title**

**Update on Sickness Absence (including the focused workforce review in CFW)**

**Summary**

1. To provide an update on absence levels and wellbeing activity in the Council
2. To provide a summary of the review of workforce health and wellbeing in CFW, including recommendations

**Recommendation(s)**

1. That the report is noted.

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

Name: Richard Fontana – Health and Safety Manager  
 Extension: x4919

Background Papers: None

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 report highlights key workforce activities across the organisation to enable early interventions and strategies to be developed. These support effective workforce resourcing, wellbeing and development which will reduce related costs.
Legal Implications:	The process will be fully compliant with employment legislation and in line with Health and Safety legislation.
Equality/Diversity Implications	Equality Impact Assessments will be undertaken in line with the Equality Framework at the appropriate time.
Sustainability Implications	None
Resource Implications e.g. Staffing / ICT / Assets	None

Risk Management Implications	Scrutiny of workforce data identifies staffing related issues at an early stage and ensures that early intervention strategies can be put in place.
Health & Wellbeing Implications	Scrutiny of workforce data will identify staffing related issues at an early stage and help to support interventions to improve the health and wellbeing of the workforce in line with Employee Health and Wellbeing Strategy
Health and Safety Implications	As above

## 1. BACKGROUND

- 1.1 For a number of years, the Council set a sickness absence target of 9 days absence, per employee per annum. At the end of 2015/16, this target was achieved and in order to drive further improvement, a stretch target of 8.5 days was set for the following year, 2016/17. Whilst levels of absence continued to fall during the early part of 2016/17, during the latter part of the year, the Council saw absence levels begin to rise again and by the end of the year, levels had reached an average of 10.5 days per employee per annum.
- 1.2 From the analysis undertaken in year, the increasing trend was attributable to a small rise in the number of long term sickness absence cases as well as an increase in short term cases, particularly in areas of the Council where there was organisational change.
- 1.3 In order to address the challenge of rising sickness absence levels in 2016/17, a number of measures were put in place which included the development and implementation of a Health & Wellbeing Strategy, bespoke strategies at a local level to tackle absence levels in hotspot areas and the investment in an additional temporary HR resource specifically to support managers in improving attendance.
- 1.4 Absence levels for 2017/18 are currently averaging in the region of 10.2 days per employee, per annum.

## 2. AGMA BENCHMARKING

- 2.1 Whilst Trafford saw absence levels increase during 2016/17, from the data collated across our neighbouring authorities, this increase was not limited to Trafford but appeared to be a general trend across AGMA.
- 2.2 For the year ending 31<sup>st</sup> March 2017, Trafford's absence level of 10.5 days represented the average number of days lost across AGMA and we were ranked fifth out of the 10 local authorities (see table below):



<b>Council</b>	<b>Average number of days lost per employee (2016-17)</b>
Tameside	7.63
Oldham	9.16
Wigan	9.75
Stockport	10.30
Trafford	10.51
Rochdale	10.66
Bury	11.21
Bolton	11.83
Manchester	11.94
Salford	12.60

### **3. HEALTH & WELLBEING STRATEGY**

- 3.1 To support an improvement in the health and wellbeing of our workforce and also to improve absence levels, a Health and Wellbeing Strategy was developed in 2016/17. A copy of the strategy is attached at Appendix 1. The strategy provides a cohesive approach to embedding a culture that improves the wellbeing of our employees. To date, a range of measures and activities have been delivered as part of the overall strategy for improving the wellbeing of our workforce and in September 2017, we received a Healthy Workplace Award from Trafford CCG in recognition of the work undertaken. The details of this are at Appendix 2.
- 3.2 In summary, Health and Wellbeing events take place throughout the year including Health and Wellbeing Days where staff come together and have access to a range of health checks, fun activities, advice and information. We have also delivered a range of local activities for staff including mindfulness sessions, yoga, guide dog interactions, Zumba, and a range of team sports – football, netball and rounders.
- 3.3 In August a standing desk trial was completed at Trafford Town Hall. Approximately 30 staff from a variety of services tried out 3 types of standing desks which can provide health benefits to users and a number of these are now in place. In addition, a staff led lunchtime running club has been established for runners of all abilities. This group provides an opportunity for individuals to get fitter, whilst socialising with peers.
- 3.4 Wellbeing Champions have also been identified, bringing together staff who have volunteered to support peers and promote wellbeing initiatives across services. Their meetings provide a forum for them to discuss the role of the champions, update on wellbeing interventions and feedback ideas for the direction of the Wellbeing Strategy. Out of these sessions, the idea for the Carers' Support network was established and this staff group is now successfully up and running.
- 3.5 A modernised approach to delivering Attendance Management workshops is also now in place, giving managers the opportunity to discuss their cases with HR professionals and peers at a practical level and work through positive solutions to achieve the best outcomes.

3.6 The 5 week mental health programme 'Offload' has been provided for managers and staff to support and improve their mental wellbeing. Delivered in association with *Rugby League Cares* and the Super League charitable foundations at local Rugby League clubs, it provided an innovative approach with personal experiences to help participants develop their own positive mental health. Over 50 staff attended each of the sessions providing positive feedback. Elements of the programme are now being evaluated for potential further delivery as part of our Corporate training programme and to specific Services.

#### **4. WORKFORCE UPDATE**

4.1 As well as the Health & Wellbeing Strategy, during 2017, a Workforce Update dashboard was also developed and rolled out. This dashboard is produced on a monthly basis and is a very visual way of highlighting areas of workforce activity across three key themes: Resourcing, Wellbeing and Talent. A copy of the report from October 2017 is attached at Appendix 2.

4.2 The dashboard is shared on a monthly basis with CLT, it is published on the intranet and is also shared with the Employment Committee on a quarterly basis. The analysis shines a light on key areas and was the basis for the recent review into CFW, further details of which are set out below.

#### **5. THE CFW REVIEW**

5.1 Following a review of the monthly Workforce Update in 2017, CLT requested that a review take place across CFW to identify where improvements could be made in key areas with a view to improving the health and wellbeing of the workforce.

5.2 This review was led by the Health and Safety Manager under the direction of the Acting Director of HR. Terms of reference were developed and these provided the structure and approach for the review which specifically focused on the hotspot area of social care. The review particularly drilled down into a range of factors that may have an impact on staff wellbeing; these included:

- Sickness absence (including levels, impact and management)
- Recruitment and retention
- Work levels (including caseloads, management/allocation)
- Job/role change and development
- Employee support and development available
- The impact of any other challenges currently being faced by the Services
- Wellbeing opportunities for employees

5.3 In terms of source data, the review collated a range of qualitative and quantitative data which included reviewing absence data, interviews with managers, front-line staff focus groups and questionnaires.

5.4 The findings are detailed under four broad themes to provide a structured approach for the analysis; these are:

- **Absence Management**
- **Recruitment and Retention**
- **Work Demands and Workforce Support**
- **Wellbeing Opportunities**

## 5.5 Absence Management

### 5.5.1 *General*

The Workforce Update details a trend of increasing sickness absence levels across CFW, with rates being in excess of the Council target of 8.50 days per annum. As at October 2017, an average of 11.77 days were lost per employee per annum in CFW, with the main areas of concern being short term absence.

Feedback from managers indicated that they were not confident in being able to identify general patterns of sickness absence across whole service areas and they indicated that they would benefit from support to access 'real time' absence data that can be broken down e.g. to teams, absence types, long term and short term absence, to show any trends to enable improved sickness management.

It was noted that local absence data can already be obtained by managers through the HR and Payroll System (I-Trent). This feedback demonstrated that managers were either not aware of the functionality of the system, did not have the confidence in using the system and that further training/support was required.

### 5.5.2 *Short Term Absence*

A number of views indicated the difficulties managers find in dealing with short term absence. This has a major impact on teams in terms of covering workloads and demands on other staff. Managers and staff both raised concerns that short term ill health absence was potentially masking problems of more serious absence or capability due to demands of job roles in certain circumstances.

The 'Return to Work' process was highlighted as not being supportive or relevant for short term absence and was viewed as being more of a process than a valuable tool.

Through discussion with the Council's Infection Control Lead, the short term sickness absence rates also indicate the need to revisit infection control and hygiene strategies across the Council to reduce bacterial and viral related illnesses.

### 5.5.3 *Long Term Absence*

Feedback was given on the effectiveness of Occupational Health Reports to support managers with managing long term absence. There was a view that the reports could be an opportunity for Occupational Health to recommend more creative return to work approaches, as well as the routine phased return to work approach; it was felt that these could better link in with wider health and wellbeing interventions available. Managers said that they would also benefit from support to improve the quality of the referrals they make.

Mental health awareness support/training was highlighted as being beneficial for dealing with relevant cases and there was a view that guidance could incorporate a greater emphasis on employees committing to engaging in positive steps to support their own return.

#### 5.5.4 *Interventions already in progress*

As part of the overall Health & Wellbeing Strategy and action plan to improve attendance, work is already underway to address some of the issues identified in the above findings

For example, a programme of modernised and practical 'Absence Workshops' are currently being delivered to provide managers with guidance on: how to access local absence data for their team or individuals via the I-Trent system; practical tips on attendance management and how to improve mental wellbeing support. These sessions are very practical in nature and are aimed at enabling managers to approach/prevent difficult or complex absence cases at an early stage.

HR Business Partners are also working closely with Health HR colleagues to identify joint opportunities to deliver support around mental health and building resilience across services.

In response to the findings, there are a number of recommendations set out below:

#### **RECOMMENDATIONS:**

- 1. Continue to drive the importance of managing staff absence at strategic and senior management meetings**
- 2. Promote opportunities for Social Care Managers to attend the HR led absence management workshops to receive further support for accessing local data and short term absence management guidance.**
- 3. Review the Attendance Management Policy to support staff further in managing absence e.g.**
  - Providing a more user friendly and interactive process**
  - Improved links to other related guidance/policies e.g. agile and flexible working, PDR process, wellbeing opportunities.**
- 4. Review the Return to Work process to ensure it is fit for purpose**
- 5. Review and reintroduce office hygiene and infection control strategies to tackle bacterial and viral illness absence.**
- 6. Review Occupational Health Referral and report process to investigate opportunities to improve the quality of referrals by managers and the subsequent quality of reports required.**
- 7. Further develop Mental Health Awareness Training and other supportive interventions for both managers and staff as part of the Employee Health and Wellbeing Strategy.**

**5.6 Recruitment and Retention**

**5.6.1 General**

The ‘State of the adult social care sector and workforce in England, 2017’ report produced by Skills for Care estimates that the staff turnover rate of directly employed staff working in the adult social care sector was 27.8%. The report details this as an indication that employers are struggling to find, recruit and retain suitable people to the sector. Recent Department for Education Research through the ‘Children’s Services Omnibus Survey’ also identifies an inability to recruit and retain high quality social workers as being within the top 3 risks facing Children’s Social Care.

Workforce analysis has shown a high level of leavers from Trafford Social Care roles. From January to the end of September 2017, 33 HCPC registered workers left the Council (average of 3.5 per month).

**5.6.2 Recruitment**

The recruitment process was highlighted as being a factor that was impacting on the timeline for filling roles as this takes significantly longer than the length of staff notice periods, which are typically 1-2 months, resulting in pressures on remaining colleagues and agency spend as well as causing inconsistencies for service users as we wait for roles to be filled.

**5.6.3 Interventions already in progress**

A tracking system has already been put in place so that HR and CFW managers can track the live progress of all recruitment activity. In addition, extra support has been put in place to ensure that managers are using recruitment documentation of the highest quality which will speed up the approval and advertising process.

In addition to this, there are a number of other recommendations set out below:

- |  |
|--|
| <p><b>RECOMMENDATIONS:</b></p> <ul style="list-style-type: none"> <li><b>8. Review the recruitment process to identify further efficiencies or resources required to speed up the process.</b></li> <li><b>9. Improve the recruitment tracking systems already in place</b></li> <li><b>10. Explore creative opportunities to provide a ‘pool’ of social workers to meet vacancy demands.</b></li> </ul> |
|--|

**5.6.4 Retention**

Issues of retention generated a range of views and discussion from the employees involved in the review. Some of the feedback related to the impact of vacancies as well as links to work demands and workforce support.

In addition, comparative salaries and the financial attraction of agency work were mentioned as potentially drawing the workforce away from Trafford. Trafford has many employee benefits, however, there was an indication in the feedback that in certain cases, these benefits could not be offered to social care staff e.g. flexible working, compressed hours, unpaid leave, TOIL, due to business needs. The withdrawal of the essential car allowance was also highlighted as having an impact on the overall salary package attraction.

Enhancing opportunities for staff to move between services/teams and secondment opportunities was a strong theme during discussions. This was seen to provide improved enthusiasm, experience and morale as well as providing a change of work environment for very demanding roles. Continued investment in 'home grown' opportunities was also seen as vital in valuing staff in their development.

Staff also raised the importance of simple recognition of good work so that they feel valued in very demanding roles.

Exit interviews provide vital information to indicate the reasons for employees leaving the authority. However, in undertaking this review, it was apparent that staff do not always complete the exit interview form, therefore there was a lack of data to analyse.

Taking into account the feedback received, the following recommendations are proposed:

**RECOMMENDATIONS:**

- 11. Review the Trafford 'benefits package' to enhance opportunities for all staff to take advantage of the benefits and promote all existing methods of staff recognition.**
- 12. Benchmark the Social Worker remuneration package in relation to our GM neighbours to determine any material differences.**
- 13. Explore opportunities for workforce diversification and movement of employees between services to provide enhanced job role variety and experience and encourage retention.**
- 14. Promote and evaluate workforce exit data to identify appropriate strategies to improve workforce retention.**

## **5.7 Workforce Demands and Workforce Support**

### **5.7.1 *General***

Increased demands on the health and social care system are well recognised and impact on the volume and complexities of cases which in turn can impact on the workforce in terms of longer working hours and workplace stress.

As a result, it is recognised that effective case allocation can assist in reducing the impact on individuals by ensuring a fair distribution of work across the workforce. Employee feedback on how cases were allocated was mixed and ranged from cases being 'self-allocated', being allocated fairly through to allocations being too focused on numbers and not the complexities or demands of each case.

As part of the review, it was noted that case allocation is under review and in light of this the following recommendation is made:

**RECOMMENDATION:**

- 15. Caseloads should continue to be reviewed to enable a fair allocation across teams based on the demands and complexities of those cases.**

### 5.7.2 *Public Sector Reform and Trafford's Vision for 2031*

Trafford has an ambitious programme of reform to respond to increasing health and social care pressures and our Vision for 2031 includes the borough wide intervention of *'Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other'*.

Significant work has been undertaken in line with Trafford's Locality Plan for health and social care services to integrate with the aim of improving the quality, range and access to services for Trafford's population. Work has included:

- Integrated Health and Social Care Neighbourhood Delivery model
- One Trafford Multi –Agency Response and development of the role of the Trafford Co-ordination Centre (TCC)
- Stronger Families Programme working with more complex and vulnerable people
- Changing frontline practice including the pilot of the '3 conversations' model to rethink social care delivery in Adults Social Care.

Early feedback from staff involved in the 3 conversations model is positive and staff describe it as providing social workers with more autonomy, discretion and control over caseloads and work demands .It has also significantly improved outcomes and experiences for residents.

Such transformation will have an impact on the wellbeing of the workforce as staff respond to change in how services are being delivered whilst still managing the ongoing demands. It is therefore important to have a robust workforce development work stream in place to support staff throughout the transformation.

The recommendation from this feedback is therefore:

#### **RECOMMENDATIONS:**

- 16. A robust workforce development work stream is established to support staff throughout health and social care sustainability programme**

### 5.7.3 *Job Roles*

Given the changing landscape of social care, employees expressed views about changing job roles and responsibilities, in particular expectations in terms of additional management and supervisory responsibilities, which they see as potentially impacting on the management of caseloads. There is currently a piece of work underway to address this point and HR professionals are working with social care managers to review job roles and team functions/structures, clarifying roles and identifying any gaps so that there is effective service delivery. The process will include staff focus groups to obtain views on job roles.

#### **RECOMMENDATION:**

- 17. To encourage Social Care staff to engage in the planned focus groups and input into the job role and functions review**

#### 5.7.4 Supervision

The supervision process provides an important opportunity for staff to discuss cases with managers, implement reflective practice, seek support and feel valued in the work being undertaken. A review of the supervision policy has been undertaken and the adults' model now mirrors the children's model. Training has been provided to support managers as supervisors in undertaking supervision; training has also been provided for social care staff as supervisees to ensure that they get the most out of these sessions. Further team coaching/mentoring sessions are also planned to assess the effectiveness of the training.

All feedback from employees confirmed the value of supervision within the All Age Model, when delivered effectively and regularly. There were many examples of staff feeling that the supervision was implemented well. Informal support was also evident through peer discussions, team meetings and the 'open door' approach of many managers.

Some inconsistencies in delivering supervision were noted, however; this was usually reported as being linked to work demands and changes in team management. There was also some feedback that indicated that supervision sometimes felt process-driven and staff would like more emphasis on time for reflection and support for personal wellbeing.

**RECOMMENDATION:**

**18. Supervisors are reminded of the importance of supervision, in particular capturing personal wellbeing support and opportunities that allow for reflection**

#### 5.7.5 Performance Development Review (PDR)

The PDR process is intended to be supportive and developmental to ensure that staff have the skills and support they need to carry out their role effectively.

Some staff expressed a view that the process did not meet their needs and needed to be more effective, in particular around health and wellbeing. The HR Service is currently reviewing the process and to date four staff focus group sessions have taken place to obtain feedback and ideas on how it can be improved. An evaluation of the feedback and review of the policy will then be progressed.

**RECOMMENDATION:**

**19. The analysis of the PDR feedback and subsequent changes to the PDR process should incorporate wellbeing opportunities.**

#### 5.7.6 Employee Induction and Training

The induction process is vital in helping new employees to settle in, feel part of the team and to become effective in their new role as quickly as possible.

Some views from employees highlighted examples where the induction process had not been robust and had not provided sufficient support for new members of staff.

Some comments included:

- Lack of an initial introduction and learning of the required IT systems to complete the role and no initial access to online training



- No introduction to key organisational contacts resulting in the new employee feeling isolated and unsupported
- A case load was acquired within a short time of being at the authority resulting in immediate work demands

**RECOMMENDATION:**

**20. A review of the induction process should be undertaken, in particular for Social Care staff to ensure that the necessary support is in place for new starters**

#### 5.7.7 *Agile Working*

The ongoing roll out of agile working technology has been welcomed by social care employees to give them the ability to work flexibly where the service allows.

Feedback from employees highlighted that the ability to undertake work away from the desk (including within the office building) on occasion provides benefits including reducing unnecessary travel, improves work efficiency allowing certain focused work to be completed away from distraction and improves work/life balance.

However, some feedback highlighted that the support to allow employees to work flexibly is sometimes inconsistently implemented/communicated.

**RECOMMENDATION:**

**21. Service Managers to establish a consistent approach to agile working, providing staff with the opportunities for agile working where service delivery allows.**

## 5.8 Wellbeing Opportunities

5.8.1 The Employee Health & Wellbeing Strategy has continued to provide a varied range of interventions to support staff wellbeing under the 4 key themes of healthy lifestyle, mental wellbeing, safe and healthy workplace and workforce engagement. A Health and Wellbeing Core Strategy Group oversees the delivery and direction of the strategy and the work of the group includes:

- 'Wellbeing Champions' from the workforce who help engage with peers and encourage staff to take ownership of their own wellbeing - there are however currently no Wellbeing Champions from social care services.
- A range of healthy lifestyle initiatives to provide to provide opportunities to take part in a wide range of activities including sociable groups, active travel and exercise such as walking groups, cycling and fitness classes
- Developing improved mental wellbeing support for managers and staff including the delivery of mindfulness sessions

5.8.2 The review identified that staff welcomed the initiatives that had been made available to them and that the profile and communication of wellbeing interventions had improved. A number of views raised related to the ability of staff to take advantage of some of the wellbeing interventions being offered. This was either due to the location or time of the events which precluded staff from being able to attend.

Other views related to improvements in office environments and facilities that would enhance wellbeing for staff e.g. break out areas, improved cycling and changing facilities etc.

**RECOMMENDATIONS:**

- 22. The Wellbeing Strategy will ensure the continued provision and communication of a wide range of interventions at different Council locations and at different times.**
- 23. Wellbeing Champions from Social Care Services will be encouraged to assist in the delivery of and promote effective wellbeing interventions for colleagues**
- 24. Where possible, the Health and Wellbeing Strategy will evidence and support the business case for improved building facilities that may provide improved wellbeing outcomes for employees through links with Building User Groups, Facilities Management and Corporate Landlord forums.**

**5.9 Next steps**

- 5.9.1 This comprehensive review has highlighted a number of key themes and recommendations for improving the wellbeing of staff in the area of social care. Findings and recommendations have been shared with the Corporate Director for CFW and were presented to Scrutiny Committee on 10 January 2018.
- 5.9.2 These have now formed the basis of a detailed action plan to progress the existing or new work streams identified as part of the review.
- 5.9.3 Focused work is already underway within CFW including the provision of wellbeing themed interventions at a Children's Social Work Conference in March 2018 and other opportunities across the All Age Model.

**6.0 CONCLUSION**

- 6.1 As set out in this report, whilst there have been and continue to be a number of challenges relating to the health and wellbeing of our workforce, we are making significant progress in terms of identifying the issues and developing robust strategies and action plans that will bring about improvements.
- 6.2 The action plan in relation to CFW will specifically be monitored and measured at a local level by the CFW leadership team and high level, organisational outcomes will be monitored and measured by the Corporate Leadership Team with regular workforce updates also being presented to the Employment Committee. This will ensure that sickness absence levels and the health and wellbeing of our workforce continue to take high priority.

## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 5th March 2018  
**Report for:** Information  
**Report of:** Director of HR

### Report Title

<b>Agency Spend for Q3 - Period 1<sup>st</sup> October 2017 to 31<sup>st</sup> December 2017</b>
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### Recommendations

<b>That the content of this report is noted.</b>
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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 number of compulsory redundancies and the incurrence of additional spend on external resources, including agency fees.

- 1.3 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 Q3 of 2017/18 (October – December 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 31st December 2017.

## **2. Directorate Overview**

### **2.1 Children, Families and Well-Being (CFW)**

- 2.1.1 In Q3 2017/18, spend in CFW totalled £346,382 and as at 31st December 2017 there were a total of 77 active assignments across the Directorate. 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 The spend has reduced slightly as compared with Q3 2016/17 which was £349,977.
- 2.1.3 Spend activity primarily relates to the procurement of interim qualified Social Workers and Adult Support workers. The remaining spend primarily relates to provision and support of childcare services where the Council has a statutory obligation to meet minimum staffing ratios.
- 2.1.4 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 is in place. These experienced social workers are being deployed on short-term/time-limited placements in response to service demand.
- 2.1.5 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.

2.1.6 A focused workforce review in CFW has recently been undertaken in order to explore how we can improve the health and wellbeing of staff in this directorate and in particular social care staff. The findings and 24 recommendations have informed an action plan. Existing and new work streams will progress the actions and an update report will go to CLT every two months. This ongoing work should have an impact on the requirement for agency staff.

## 2.2 Transformation and Resources Directorate (TR)

2.2.1 In Q3 2017/18, the total agency spend in TR equated to £105,696 and as at 31st December 2017, there were 12 active assignments. Agency spend in this Directorate continues to be due to the need to bring in interim specialist skills within Communications and Legal services whilst the Directorate goes through staffing restructures and to cover positions whilst they are being recruited.

2.2.2 The spend has reduced as compared with Q3 2016/17 which was £115,759.

## 2.3 Economic Growth, Environment and Infrastructure (EGEI)

2.3.1 In Q2 2017/18, the total agency spend in this area equated to £32,035 and as at 31st December 2017, there were 3 active assignments. Spend in this area was on the Building Control and Licensing services.

2.3.2 The spend has reduced as compared with Q3 2016/17 which was £38,964.

## 3. Summary Agency Spend Position

3.1 The total agency spend in Q3 was £484,111. This is a reduction on the corresponding period in 2017/18 when spend was £504,700. Spend has reduced slightly in each Directorate.

## 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.

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# Workforce Update

## January 2018



Five Ways  
to Wellbeing



# RESOURCING



## Staff Turnover

Directorate	Headcount	Projection 2017/18	Actual 2016/2017	Trend
T&R	1112	12.48%	11.97%	↑
CFW	1069	11.84%	10.37%	↑
EGEI	199	10.16%	11.97%	↑
Total	2380	11.03%	10.68%	↑

Role with most leavers was Cleaner

## Vacancies Approved

Directorate	Total vacancies (FTE/posts)	Approved in Month	Approved previous Month	Trend
T&R	45/53	12	0	↑
CFW	87/112	31	31	↔
EGEI	15/16	0	0	↔
Total	147/181	43	31	↑

## Internal Resourcing

Directorate	Acting-ups	Honoraria
T&R	14	22
CFW	4	12
EGEI	0	6
Total	18	40

## Agency Spend

Directorate	In Month	Previous Month	Trend
T&R	£44,901	£37,184	↑
CFW	£108,395	£129,655	↓
EGEI	£5,733	£9,324	↓
Total	£159,030	£176,163	↓

### Highlights:

- The level of staff turnover has continued to decrease and now the projected figure for year end (11.03%) is only slightly higher than the turnover in 2016/17 which was 10.68%.
- There has been an overall increase in the numbers of vacancies approved since the previous month which is entirely due to 12 vacancies being approved in T&R. These are across difference services and include 4 new apprentice posts within Exchequer Services.
- The level of acting-up and honoraria remains fairly stable.
- Agency spend has decreased overall by £17,000 since December and has reduced significantly in CFW, which is positive, given that the seasonal pressures the directorate faces remain in January. Agency spend in T&R continues to relate primarily to temporary resources in the Communications Service, which is going through a period of transformation.
- The total vacancy position includes a range of internal temporary arrangements pending substantive recruitment and/or succession arrangement being put in place.



# WELLBEING



## Five Ways to Wellbeing

### Sickness Absence

Directorate	In Month	Previous month	Trend
T&R	9.63	9.57	↑
CFW	11.83	12.03	↓
EGEI	6.18	5.84	↑
Total	9.22	10.49	↓

Target remains at 8.5 days

### Workforce Engagement

- The Mental Wellbeing programme 'Offload' commenced with an excellent level of staff attendance, providing unique mental health support sessions for our workforce.
- Two 'Time to Talk' events were held at TTH and Sale Waterside as part of the national campaign to encourage colleagues to talk about mental health issues.
- The 'Working Together for Trafford' staff engagement event was run with a 'wellbeing theme' including health checks, discover guide dogs and treatments.
- The programme of yoga sessions continued for staff at TTH and Sale Waterside through January.
- We are entering a team for the 'Business Challenge' for the Great Manchester Run (10km) - communications have gone out.

### Employee Relations

Directorate	Suspensions	Disciplinary	Grievance	Dignity at Work	Capability
T&R	0	1	0	2	2
CFW	1	4	1	3	2
EGEI	0	0	0	0	0
Total	1	5	1	5	4

### OH Referrals

Directorate	In Month	YTD
T&R	4	60
CFW	4	65
EGEI	2	5
Total	10	130

### Accidents

Directorate	In Month	YTD
T&R	2	24
CFW	3	41
EGEI	0	1
Schools	3	51
Total	8	117

In 2016/17: total accidents = 143 with YTD = 118 ↓

### Highlights:

- Despite small increases in sickness within T&R and EGEI, because CFW had a reduction in absences the overall sickness figures has reduced to 9.22%.
- The 5 week mental health programme 'Offload' was launched for managers and staff to support and improve their mental wellbeing. Delivered in association with Rugby League Cares and the Super League club charitable foundations at Salford Red Devils, Warrington Wolves and Widnes Vikings, it provides an innovative approach with personal experiences to help participants develop their own positive mental health. Over 50 staff attended the first session providing positive feedback.
- The review of wellbeing issues within CFW Social Care Services and recommendations were agreed at Scrutiny Committee on 10 January 2018. A comprehensive action plan is now being developed to address the range of issues affecting staff wellbeing both within these Services and also across the organisation.
- The level of employee relations casework has reduced overall, with CFW continuing to have the most activity.

# TALENT



## Learning and Development Take-up

Directorate	Attended Classroom course	Cancelled or DNA Classroom course	E-learning courses completed
T&R	11	0	125
CFW	90	14	430
EGEI	0	0	17
Total	101	14	572

Please note these figures include some CCG staff (under CFW)

## New Apprenticeships (since April 2017)

Directorate	Target	New starts April to December 2017	New starts in month	Conversions April to December 2017	Conversions in month	Total
T&R	38	6	0	18	6	30
CFW	30	0	0	9	2	11
EGEI	5	0	0	0	0	0
Schools	50	3	0	2	0	5
Total	123	9	0	29	8	46

## Ongoing Apprenticeships

Level	No of Apprentices (incl. schools)
2	13
3	24
4	8
5	6
6	1
Total	52

Please note these figures include new apprenticeships and apprentice starts prior to the target being implemented in April 2017

## Celebrating Success recipients

Directorate	Directorate
T&R	5
CFW	0
EGEI	0
Total	5

## Highlights:

Talent has been developed through delivering and commissioning a range of classroom based learning interventions, including:

- Team Refresher
- LAS- Course 1
- Team Teach- Basic
- Defensible Report Writing
- Interview Skills
- Safeguarding Adults: Level 2
- Assessing the social Care Needs of Adults with Autism
- Fulfilling your potential
- Team Teach Advanced
- Challenging behaviours and Learning disabilities
- Team Teach Advanced
- Physical Intervention Refresher

Train Trafford: Safeguarding Adults: Enquiry Training , Challenging Behaviour and Learning Difficulties and Safeguarding Adults: Basic Awareness.

- 6 current apprentices have successfully completed their L2 apprenticeship— 5 will be enrolling onto a L3 apprenticeship and 1 has secured a secondment opportunity.
- 4 staff have completed the ASC L&M Level 5 apprenticeship.
- HR attended an LGA Apprenticeship workshop in Manchester.
- HR attended the GM Public Sector Apprenticeship Approach meeting.
- Apprenticeships have been promoted this month through:
  - Headteachers SLA Group Meeting.
  - CVQO Cadet apprentice workshop—one of our HR apprentices gave a presentation.