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TRAFFORD COUNCIL

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 10 September 2018

Time: 10.30 a.m.

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

A G E N D A	PART I	Pages
1.	ATTENDANCES To note attendances, including Officers and any apologies for absence.	
2.	MINUTES To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 2 July 2018.	1 - 6
3.	AGENCY SPEND Q1 2018/19 To receive a report from the Corporate Director of People.	7 - 18
4.	HOLIDAY PAY To receive a report from the Corporate Director of People.	19 - 22
5.	LEAVER STATISTICS To receive a report from the Corporate Director of People.	23 - 30
6.	WORKFORCE UPDATE To receive a report from the Corporate Director of People.	31 - 40
7.	QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY To consider a verbal report of the Corporate Director of People.	Verbal Report

8. **RECRUITMENT OF CHIEF EXECUTIVE OFFICER**

To Follow

To receive a report from the Corporate Director of People.

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.

JIM TAYLOR

Interim Chief Executive

Membership of the Committee

Councillors J. Bennett (Chairman), J. Slater (Vice-Chairman), D. Acton, M. Cawdrey, M. Hyman, B. Rigby and G. Whitham.

Further Information

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

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This agenda was issued on **Friday, 31 August 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

2 JULY 2018

PRESENT

Councillors J. Slater (in the Chair), D. Acton, M. Hyman, B. Rigby and G. Whitham.

In attendance

Jill Colbert	Corporate Director CFW
Jane Le Fevre	Director of Legal and Democratic Services
Sara Saleh	Acting Director Human Resources
Alexander Murray	Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Councillors J. Bennett and M. Cawdrey.

1. MEMBERSHIP OF THE COMMITTEE

RESOLVED:

- 1) That the Membership of the Committee be noted.

2. TERMS OF REFERENCE

A Committee Member reminded the other Members that it had been requested that substitutes be listed for members to avoid meetings being cancelled. The Director of Legal and Democratic Services informed the Committee that a constitutional working group was going to look at a number of issues including the possible appointment of substitutes for Committees including the Employment Committee. One of the issues was ensuring that any substitute appointed has the prerequisite knowledge required to be a member Committee.

RESOLVED:

- 1) That the Terms of Reference be noted.

3. MINUTES

That the Minutes of the meeting held on 7 March 2018 be approved as a correct record and signed by the Chairman.

4. ANNUAL AGENCY SPEND REPORT

The Acting Director of Human Resources presented a report to the Committee. As it had been circulated in advance the Acting Director of HR gave a brief overview covering the key highlights of the report. The Committee were informed that in agency spend had reduced by £100K during the 2017/18 municipal year. A trend had been identified within the CFW directorate that there was a spike in agency spend during Q4 of each year. The increase in spend by the CFW directorate reflected gaps within the workforce in areas that the Council had a statutory requirement to fulfil.

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The Acting Director of HR told the Committee that the agencies had control over the price of agency workers. In order to tackle this issue Local Authorities across GM were investigating the option of creating a GM staff pool. A Member of the Committee added that there had also been an increase in demand for statutory services which had led to further reliance upon agency staff.

The Corporate Director for CFW informed the Committee that there had been a number of other issues during the year. Greater Manchester jobs put a new process in place which led to a delay in the recruitment last year which exacerbated the issue. She told the Committee that Trafford were looking to tackle the issue around social workers moving away from public service into agency employment.

The Chairman requested that the Committee receive information on consultancy fees in addition to agency staff.

RESOLVED:

- 1) That the report be noted.
- 2) That information relating to consultancy fees be included in future reports.

5. HOLIDAY PAY

The Committee were informed that successive case law had concluded that holiday pay for the 20 statutory days of annual leave should reflect 'regular and normal pay'. This meant that there was a requirement to enhance annual leave payments to reflect overtime, additional hours, sleep-ins and standby/on-call normally undertaken by staff.

A Greater Manchester (GM) task and finish group had been set up to explore the issues and implications surrounding employees' holiday payments. The aim of the group was to gain consistency of approach across the Councils involved. The group explored several options and sought legal advice from NWE0 and the LGA. The group agreed that the fairest and most practical solution was to add a percentage enhancement to relevant payments. The Council proposed to add a percentage based on taking 20 days statutory leave, divided by the number of available working days (261) which was 7.66%.

The estimated that the cost of the additional payments had been calculated at around £69k per annum with a one-off back pay liability of the same amount. It was recommended that the Council implement the percentage payments in August 2018 with back-pay to follow, following negotiation and agreement with the unions.

RESOLVED:

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

6. CONTINUITY OF SERVICE PROTOCOL

The Committee were informed of the GM Protocol which was a joint working agreement across greater Manchester. The protocol enabled staff to have continued service between organisations across GM. The protocol had been agreed by a wide range of GM organisations including all local authorities, Clinical Commissioning Groups, Transport for Greater Manchester, and others. Discussions were still ongoing with respect to the continuation of redundancy. Work was ongoing across Greater Manchester and within Trafford the HR team were working on updating the continuity of service policy and the related policies in line with the GM Protocol. Discussions were ongoing with union representatives around the implementation of policy changes.

RESOLVED:

- 1) That the report was noted.
- 2) That the Committee supported the GM Protocol.

7. EMPLOYMENT POLICIES

The Acting Director of HR informed the Committee that the Council were in the process of updating all of their employment policies. The report covered all of the policies that had been recently updated and had distributed with the agenda. The Acting Director of HR then went through the report which detailed the main changes which had been made to each policy. The report ended with an overview of the implementation plan for the policies.

The Committee members asked a number of questions relating to the changes to the smoking policy including NHS guidance around the promotion of vaping as an alternative and the enforcement of the policy. The Acting Director of HR provided detailed answers to the Committee and Members were satisfied with the responses received. Following their questions the Committee agreed to support the policies and the implementation plan.

RESOLVED:

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

8. WORKFORCE UPDATE

The Acting Director of HR went through the different areas that were listed within the update. It was explained to the Panel that this was a “living document” which HR were continuing to refine to ensure that it gave an accurate and useful overview of the workforce. Panel members were informed that the document could be further updated if there was any information that they wanted or felt was missing.

The Acting Director of HR asked the Panel whether they had any questions relating to the trends identified. No questions were raised so the Acting Director of

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2 July 2018

HR finished the update by informing the Panel of the work that had been done to supporting employees within the previous six Months.

RESOLVED:

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

9. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Acting Director of HR informed the Committee that there had been no new applications for exemptions since their last meeting.

RESOLVED:

- 1) That the update be noted.

10. URGENT BUSINESS (IF ANY)

The Director for Legal and Democratic Services informed the Committee that a matter of Urgent Business had arisen. Due to the nature of the business the Director of Legal and Democratic Services asked that the Committee pass an exclusion resolution prior to the matter being discussed. A resolution was raised seconded and agreed.

RESOLVED: That the public be excluded from this meeting during consideration of the following items on the agenda because of the likelihood of disclosure of "exempt information" which falls within one or more descriptive category or categories of the Local Government Act 1972, Schedule 12A, as specified.

The Director of Legal and Democratic services then presented a settlement agreement for the Chief Executive of the Council and the Corporate Director of Transformation and Resources who were ending their service with the Council. The Committee were informed that the agreement had been reached between the two individuals and the Council. The Committee were given the details of the settlement. The Committee then asked a number of questions which were answered by the Director of Legal and Democratic Services. Following their questions the Committee unanimously agreed the settlement.

As the Chief Executive was head of paid service the Council could not continue business without a replacement. The Corporate Director for CFW had been put forward as a candidate for the position on an interim basis. The Committee agreed the appointment of the Corporate Director of CFW as the interim Chief Executive Officer of the Council.

RESOLVED:

- 1) That the termination of service settlement for the Chief Executive of the Council and the Corporate Director of Transformation and Resources be agreed by the Committee.
- 2) That the Committee agree the appointment of the Corporate Director of CFW as the Interim Chief Executive of the Council.

Employment Committee
2 July 2018

The meeting commenced at 11.07 am and finished at 11.34 am

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 10th September 2018
Report for: Information
Report of: Sara Saleh, Corporate Director of People

Report Title

Agency Spend for Q1 - Period 1st April 2018 to 30th June 2018

Recommendations

That the content of this report is noted.

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

1. Background

- 1.1 A robust vacancy clearance process is in place that ensures that posts are only filled where there is a compelling case to do so and that where a post is filled, the aim is to match to the vacancy in the first instance in a priority sequence; employees on notice from redundancy (redeployees), "at risk" staff (those employees where there is a real risk of redundancy) and apprentices.
- 1.2 The process has been reviewed and refined which should make it quicker. Vacancies are subject to approval by HR and Finance and then the relevant Corporate Director, 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. On a monthly

basis a list of vacancies (including those with backfill or agency covering them) will be included in the Workforce Update Report so that Directors have oversight of the full vacancy position.

- 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 Q1 of 2018/19 (April – June 2018) is attached at Appendix I. It should be noted that the agency costs for the quarter have been met from within existing staffing budgets, whilst services have been restructuring, reshaping and recruiting to resultant vacant posts and ensuring that statutory obligations are met on a day-to-day basis.
- 1.5 Appendix II provides information on the length of tenure for those assignments that were still active as at 30th June 2018.

2. Directorate Overview

2.1 Children, Families and Well-Being (CFW)

- 2.1.1 In Q1 2018/19, spend in CFW totalled £438,733 and as at 30th June 2018 there were a total of 57 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 increased significantly, by around 20%, as compared with Q1 2017/18 which was £364,876. It is also an increase on the previous quarter (Q4, 2017/18) which was £404,218.
- 2.1.3 Nearly two thirds of the spend is on interim qualified Social Workers. The next biggest spend is on Care Assistants. There is also a significant spend on admin roles, including project support and service managers.
- 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 remains in place. These experienced social workers are deployed on short-term/time-limited placements in response to service

demand. Further to the comprehensive review of Social Services, with recommendations to address the range of issues affecting staff wellbeing, work is being undertaken to make improvements.

- 2.1.5 The learning and development offer for Adults Social Workers has been improved and we are looking at how to improve it within Children's services. We are part of a pilot phase of the implementation of the national Assessment and Accreditation system. This involves working closely with the Department for Education to ensure that Social Workers have all the support that they need to successfully achieve the post qualifying standards in children's and family social work. Having this external assessment will make Social Workers feel more invested in and valued and ultimately it will be embedded into our career progression pathway which will make our offer more attractive.
- 2.1.6 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 extended across the North West. This collaborative arrangement avoids authorities competing for agency social workers, which previously resulted in prices being driven upwards and ensures the market is managed / controlled.

2.2 Transformation and Resources Directorate (TR)

- 2.2.1 In Q1 2018/19, the total agency spend in TR equated to £124,147 and as at 30th June 2018, there were 12 active assignments. Agency spend in this Directorate is due to the need to bring in specialist skills to provide transformational, technical and consultancy support to the organisation as it reshapes; and for those interim resources required to support core services in this Directorate whilst they go through their own transformation and staffing restructures, which will support the realisation of Directorate savings. The highest level of spend was on solicitors and the communications team.
- 2.2.2 The spend has increased significantly as compared with Q1 2017/18 which was £20,761. However it is a reduction on the previous period, Q4 2017/18 which was £141,470.

2.3 Economic Growth, Environment and Infrastructure (EGEI)

- 2.3.1 In Q1 2018/19, the total agency spend in this area equated to £21,745 and as at 30th June 2018, there was 1 active assignment. Spend in this area was on the Building Control and Licensing services.
- 2.3.2 The spend has reduced as compared with Q1 2017/18 which was £28,585.

3. Summary Agency Spend Position

- 3.1 The total agency spend in Q1 was £584,626. This is a significant increase on the corresponding period in 2017/18 when spend was £414,221. Spend has increased in all areas except for EGEI. However spend as compared to the previous period, Q4 2017/18 (£573,589) has only increased slightly.

4. Consultant Spend

- 4.1 Another form of resourcing, the use of consultants has been looked at – spend on consultants who form a temporary part of the workforce. As this hasn't been provided previously as part of this report, the annual spend is detailed for the full year 2017/18 and also the quarter 1 spend for 2018/19 – see appendix 3 for details.
- 4.2 The total spend in 2017/18 was £443,976. EGEI had the highest usage and T&R didn't use any consultants. Spend in CFW related to the following: Children in Care; Hospital Discharges; Multi-systemic Therapy; Education Standards; Educational Psychology. Spend in EGEI related to the following: Urban Vision; Household support; Property.
- 4.3 The total spend in quarter 1 2018/19 was £38,945. Again, EGEI had the highest usage and T&R didn't use any consultants. Spend in CFW related to the following: Hospital Discharges; Multi-systemic Therapy. Spend in EGEI related to the following: Urban Vision; Household support.

5. Benchmarking Agency Spend

- 5.1 It is useful to periodically compare our spend on agency staffing with other local authorities to see whether it is at a similar level. However it should also be borne in mind that it is difficult to directly compare as there are so many factors that will affect the use of agency staffing.
- 5.2 Colleagues across GM and some wider within the North West were asked if they were willing to share agency spend data. Due to the confidential nature of the information the data from those councils willing to supply it is provided in Part 2 of the meeting.
- 5.3 It is proposed that the benchmarking data is included in the annual agency spend report each year.

6. Conclusion

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

Appendix 1

Trafford Council Agency Spend By Directorate Q1 - 2018/2019

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

April 2018

Job Title by Directorate	Number of Active Assignments in Month	Total Cost
CFW	72	127066.64
Audit Assistant	1	1710.43
Business Support Officer level 2	4	4159.61
Business Support Officer Level 3	3	2165.1
Care Assistant - Residential Homes & Day Centres	17	17467.91
Childcare Assistant	4	2743.23
Independent Reviewing Officer	1	1903.72
Project Support Officer	1	1287.2
Receptionist	1	711.98
Residential Childcare Officer	1	73.97
Service Manager	2	9205.86
Social Care Reviewing Officer -	1	1050.33
Social Worker Level 3	23	65658.81
Social Worker level 3a	1	3451.4
Social Worker level 3a (Hospital/EDT)	1	7406.7
Strategic Service Manager	1	4377.5
Support Worker - Adults	4	487.41
Support Worker Adults Physical Intervention Trained	5	733.84
Travel Assistance Officer	1	2471.64
EGEI	2	7253.52
Building Control Officer	1	5788.16
Licencing Assistant	1	1465.36
TR	14	36065.15
Business Improvement Officer	1	534.31
Communications Manager	1	2884.08
Communications Officer	1	2608.06
Community Safety Manager -	1	4047.17
Head of Communications	1	363.98
HRSS Operator -	2	3788.86
Procurement Officer	1	2399.94
Senior Accountant	1	3655.52
Senior Payroll Specialist Support	1	1293.89
Solicitor	4	14489.34
April	88	170385.3

May 2018

Job Title by Directorate	Number of Active Assignments in Month	Total Cost
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CFW	80	128810.16
Audit Assistant	1	825.73
Business Support Officer level 2	4	3924.58
Business Support Officer Level 3	2	3408.59
Care Assistant - Residential Homes & Day Centres	15	15672.13
Childcare Assistant	5	1425.62
Childcare Worker	5	2134.32
Independent Reviewing Officer	1	2141.68
Project Support Officer	1	1720.49
Residential Childcare Officer	2	608.71
Service Manager	2	4742.52
Social Care Reviewing Officer -	1	924.28
Social Worker Level 2	1	2808.51
Social Worker Level 3	24	67007.89
Social Worker Level 3 (Hospital/EDT)	1	1519.45
Social Worker level 3a	1	1639.88
Social Worker level 3a (Hospital/EDT)	1	7224.57
Strategic Service Manager	1	6757.5
Support Worker - Adults	4	809.1
Support Worker Adults Physical Intervention Trained	7	988.5
Travel Assistance Officer	1	2526.11
EGEI	2	6144.38
Building Control Officer	1	4438.86
Licencing Assistant	1	1705.52
TR	12	39219.97
Communications Manager	1	3021.41
Communications Officer	1	1978.81
Community Safety Manager -	1	4145.2
Head of Communications	1	6492.45
HRSS Operator -	2	2833.06
Procurement Officer	1	2149.02
Senior Accountant	1	3870.56
Solicitor	4	14729.46
May	94	174174.5

June 2018

Job Title by Directorate	Number of Active Assignments in Month	Total Cost
CFW	103	182856.8
Audit Assistant	1	353.88
Business Support Officer level 2	4	6261.72
Business Support Officer Level 3	4	6104.71
Care Assistant - Residential Homes & Day Centres	20	30994.52
Childcare Assistant	3	2211.61
Childcare Worker	17	5831.19
Independent Reviewing Officer	1	2397.94
Management Information Officer -	1	3363.45

Project Support Officer	1	1045.47
Residential Childcare Officer	5	1242.47
Social Care Assessor	1	1141.97
Social Care Reviewing Officer -	1	1428.44
Social Worker Level 2	1	4590.32
Social Worker Level 3	24	96111.29
Social Worker level 3a	1	4751.73
Social Worker level 3a (Hospital/EDT)	1	7477.53
Strategic Service Manager	1	3336.25
Support Worker - Adults	8	1055.92
Support Worker Adults Physical Intervention Trained	7	556.23
Travel Assistance Officer	1	2600.16
EGEI	1	8347.9
Building Control Officer	1	8347.9
TR	15	48861.85
Communications Manager	1	3845.43
Communications Officer	1	3170.44
Community Safety Manager -	1	4257.23
Community Safety Officer -	1	1443.26
Head of Communications	1	7846.69
HRSS Operator -	2	5086.24
Job Analyst	1	631.68
Procurement Officer	1	3385.27
Senior Accountant	1	4085.58
Solicitor	5	15110.03
June	119	53174.69
Q1 Total	301	584626.37

Appendix 2

Trafford Council Agency Tenure by Directorate

Breakdown by Directorate showing full tenure of active assignments as at 30th June 2018

Directorate	Job Title	Assignment Start Date	Assignment End Date
CFW	Business Support Officer Level 2	18/09/2017	31/08/2018
	Business Support Officer Level 2	08/01/2018	31/08/2018
	Business Support Officer Level 2	16/04/2018	03/08/2018
	Business Support Officer Level 3	08/05/2017	31/08/2018
	Business Support Officer Level 3	16/04/2018	31/08/2018
	Business Support Officer Level 3	18/06/2018	30/09/2018
	Care Assistant - Residential Homes & Day Centres	01/03/2017	07/09/2018
	Care Assistant - Residential Homes & Day Centres	12/03/2017	07/09/2018
	Care Assistant - Residential Homes & Day Centres	01/07/2017	07/09/2018
	Care Assistant - Residential Homes & Day Centres	30/09/2017	07/09/2018
	Care Assistant - Residential Homes & Day Centres	06/10/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	25/10/2017	07/09/2018
	Care Assistant - Residential Homes & Day Centres	29/11/2017	07/09/2018
	Care Assistant - Residential Homes & Day Centres	12/12/2017	07/09/2018
	Care Assistant - Residential Homes & Day Centres	08/03/2018	07/09/2018
	Care Assistant - Residential Homes & Day Centres	10/03/2018	07/09/2018
	Care Assistant - Residential Homes & Day Centres	16/03/2018	07/09/2018
	Care Assistant - Residential Homes & Day Centres	29/03/2018	07/09/2018
	Care Assistant - Residential Homes & Day Centres	02/06/2018	31/08/2018
	Care Assistant - Residential Homes & Day Centres	21/06/2018	07/09/2018
Childcare Assistant	03/01/2018	06/07/2018	

Childcare Assistant	19/03/2018	13/04/2108
Childcare Worker	01/01/2018	31/07/2018
Childcare Worker	14/05/2018	31/07/2018
Childcare Worker	15/05/2018	20/07/2018
Independent Reviewing Officer	02/12/2017	31/07/2018
Management Information Officer -	20/05/2018	17/08/2018
Project Support Officer	11/10/2017	30/09/2018
Residential Childcare Officer	27/05/2018	16/07/2018
Social Care Assessor	11/06/2018	08/02/2019
Social Care Reviewing Officer -	19/02/2018	13/07/2018
Social Worker Level 3	28/01/2017	07/09/2018
Social Worker Level 3	28/01/2017	28/09/2019
Social Worker Level 3	16/01/2018	08/09/2018
Social Worker Level 3	05/02/2018	08/07/2018
Social Worker Level 3	07/02/2018	13/08/2018
Social Worker Level 3	17/02/2018	17/08/2018
Social Worker Level 3	26/02/2018	27/07/2018
Social Worker Level 3	05/03/2018	08/07/2018
Social Worker Level 3	09/03/2018	20/07/2018
Social Worker Level 3	12/03/2018	13/07/2018
Social Worker Level 3	21/03/2018	08/07/2018
Social Worker Level 3	09/04/2018	31/08/2018
Social Worker Level 3	10/04/2018	10/12/2018
Social Worker Level 3	12/04/2018	08/07/2018
Social Worker Level 3	07/05/2018	24/08/2018
Social Worker Level 3	08/05/2018	31/08/2018

	Social Worker Level 3	16/05/2018	06/10/2018
	Social Worker Level 3	22/05/2018	21/08/2018
	Social Worker Level 3	04/06/2018	31/08/2018
	Social Worker Level 3	17/06/2018	29/08/2018
	Social Worker Level 3	27/06/2018	29/08/2018
	Social Worker level 3a	12/02/2018	31/08/2018
	Social Worker level 3a (Hospital/EDT)	15/09/2017	15/08/2018
	Strategic Service Manager	25/03/2017	31/08/2018
	Support Worker - Adults	21/05/2018	05/09/2018
	Travel Assistance Officer	02/05/2017	31/08/2018
EGEI	Building Control Officer	31/07/2017	24/08/2018
TR	Communications Officer	28/08/2017	31/08/2018
	Community Safety Manager -	03/04/2018	03/10/2018
	Community Safety Officer -	11/06/2018	10/09/2018
	Head of Communications	14/08/2017	28/09/2018
	HRSS Operator -	15/03/2018	31/03/2019
	HRSS Operator -	19/03/2018	31/03/2019
	Job Analyst	11/06/2018	21/12/2018
	Procurement Officer	11/12/2017	01/10/2018
	Senior Accountant	18/12/2017	17/10/2018
	Solicitor	09/10/2017	31/08/2018
	Solicitor	22/12/2017	31/08/2018
	Solicitor	14/06/2018	28/11/2018

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

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

Appendix 3

Trafford Council Consultant Spend by Directorate**Breakdown by Directorate and Quarter in 2017/2018**

Directorate	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
CFW	£56,562	£2,275	£31,818	£22,135	£112,790
T&R	£0	£0	£0	£0	£0
EGEI	£43,335	£91,986	£120,972	£74,893	£331,186
Total	£99,897	£94,261	£152,790	£97,028	£443,976

Breakdown by Directorate in Quarter 1 2018/2019

Directorate	Quarter 1
CFW	£2,620
T&R	£0
EGEI	£36,325
Total	£38,945

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 10 September 2018
Report for: Information
Report of: Sara Saleh, Corporate Director of People

Report Title

Holiday pay for additional remuneration

Recommendations

That the content of this report is noted.

Relationship to Policy Framework/Corporate Priorities	These proposals align with the council’s Corporate Priorities in respect to ‘Low Council Tax and Value for Money’ and ‘Reshaping Trafford Council’.
Financial	There is a financial impact which has been estimated for central function at approximately £69k per annum and one off back pay in the year 2018/19 of up to £69k. For community, voluntary controlled and voluntary aided schools on our payroll, it is estimated at £25.5k per annum and one off back pay in the year of up to £25.5k.
Legal Implications:	Case law is such that we now have to ensure that pay for annual leave reflects ‘regular and normal pay’ and so we must implement enhanced payment for annual leave where appropriate.
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	We need to ensure that we pay staff appropriately as not doing so could risk losing staff to organisations who do make these payments.
Risk Management Implications	See Legal Implications section.
Health & Wellbeing Implications	None
Health and Safety Implications	None

1. Background

- 1.1 Successive case law over recent years has concluded that holiday pay for the 20 statutory days of annual leave should reflect ‘regular and normal pay’. This means that there is a requirement to enhance pay when leave is taken to reflect overtime, additional hours, sleep-ins and; standby/on-call undertaken.

- 1.2 A GM task and finish group was set up to explore the issues/implications surrounding payments to employees whilst on holiday; with a view to gaining some consistency of approach when tackling the issues within each Council. The group explored several options and sought legal advice from NWEO and the LGA. They agreed that the fairest and most practical solution is to add a percentage enhancement to relevant payments.
- 1.3 The Council's preferred option in relation to the enhancement, is that we add a percentage based on taking 20 days statutory leave, divided into 261 available working days giving 7.66%. The payments were to be effective from August 2018 or the next suitable payroll, with a date from which payments would be backdated to be determined further to negotiation and agreement with the unions.
- 1.4 It was estimated that the cost of these additional payments will be in the region of £69k per annum with a one-off back pay liability of up to £69k.
- 1.5 Further to CLT sign-off, the proposal was taken to the Employment Committee meeting on 2nd July 2018, at which they requested that an update report be shared at the next meeting.

2. Union discussions

- 2.1 HR held a meeting with our Trade Unions on 18th July 2018 - Unison and GMB were invited - however there was only representation from Unison in attendance.
- 2.1 HR talked them through a presentation which explained the case law changes and the agreed approach within Trafford, i.e. the 7.66% uplift on relevant allowances. It was proposed that there would be back-dated payments to 1st April 2018, being the beginning of the financial year in which the changes are being implemented.
- 2.2 Union colleagues were advised that the initial plan had been that payments would be effective from August 2018, to central function employees and schools employees would be considered after this. However due to the process for implementation not being as straightforward as first anticipated, implementation is now likely to be some time in autumn (see reasons for this in section 3).
- 2.3 The presentation and minutes of the meeting were circulated around Unison and GMB representatives. No issues were raised either at or following the meeting in relation to the approach being taken. i.e. a percentage enhancement of 7.66% on all relevant elements and the date for which payments would be back-dated to.

3. Implementation plan

- 3.1 Initially we had aimed to start making the payments in August 2018 or as soon as possible after this date and at the outset only central function employees were in scope. Schools were to be considered at a later time as it was anticipated the impact on schools would be low and also schools need to be engaged with, in an appropriate manner, dependant on the type of school. However on working with GMSS on the implementation plan, due to the process by which payments for additional commitments are made, it became clear that schools would have to be considered at the same time.
- 3.1 Analysis of additional hours and overtime undertaken by employees in community, voluntary controlled and voluntary aided schools, who use our payroll service, was undertaken for the most recent year (July 2017 to June 2018). This showed that the estimated combined annual cost is £25.5k with one-off cost of backdated payments of up to around £25.5k. For the two groups of schools the breakdown as follows: community, and voluntary controlled is £18k; voluntary aided is £7.5k.
- 3.2 When the new term starts we will be engaging with schools regarding the changes – different approaches need to be taken for community and voluntary controlled and voluntary aided, and academies and foundation schools, due to the differing employment relationships. Once the position is known in terms of whether we can apply the payments to the staff in all schools affected, we can progress towards implementation.
- 3.3 As we prepare for implementation a communications plan will be agreed for staff and managers so they understand what the enhanced payment is for. For the central function this will include:
- Direct messaging to managers of services where staff undertake the commitments in scope for the payments.
 - E-mail cascade messaging to managers to raise awareness.
 - General messaging to all staff via the intranet.
 - Direct letter to staff who receive back-dated payments (they are also likely to receive future payments).

The communications for schools may be slightly different due to the Council's relationship with the different types of school and their staff.

4 Conclusion

- 4.1 We are continuing to work through the implementation plan to start adding enhancements on pay for relevant extra commitments, to compensate for not receiving additional annual leave. It is expected that payments will start at some point over the autumn period, with back-dating at the same time or to follow. Employees will not be disadvantaged by the delay in implementing this change as they will receive back-dated payments to the same date regardless of the date we commence the payments.

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

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 10th September 2018
Report for: Information
Report of: Sara Saleh, Corporate Director of People

Report Title

Employees who left the Council in 2017/2018
--

Recommendations

That the content of this report is noted.
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Relationship to Policy Framework/Corporate Priorities	This report aligns with the council's Corporate Priorities in respect to 'Low Council Tax and Value for Money' and 'Reshaping Trafford Council'.
Financial	There is a cost of staff leaving through costs associated with recruiting new employees, agency staffing, where required and lost productivity where there are resource gaps.
Legal Implications:	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	Too high a level of turnover, particularly in certain services, can adversely affect the Council's functioning.
Risk Management Implications	None
Health & Wellbeing Implications	None
Health and Safety Implications	None

1. Background

- 1.1 The Council's projected year end turnover is monitored and reported on a monthly basis in the Workforce Update which goes to CLT and Employment Committee.
- 1.2 Turnover is basically a measure of how many employees are leaving an organisation. Turnover can have a negative impact on an organisation's performance for various reasons. However there are also benefits of turnover, as we don't want to retain employees who aren't engaged with the organisation, who may not be as productive as they should be and sometimes this type of employee can negatively affect colleagues. For an organisation to grow and develop it is also vital to have new talent. By understanding the

reasons behind turnover, we can devise recruitment and employee engagement initiatives that reduce the number of employees leaving the organisation.

- 1.3 This report details the Council's turnover for 2017/2018 and also summarises analysis undertaken on all employees who left the Council in 2017/2018, so that we can better understand our leavers.
- 1.4 Some employees have more than one post with the Council, and when they leave, two or more posts become vacant. For the analysis we have considered leavers from each post, which is how we report turnover.

2. Level of Turnover

- 2.1 The turnover rate for 2017/2018 is detailed below, broken down by directorate and also compared with the previous year.

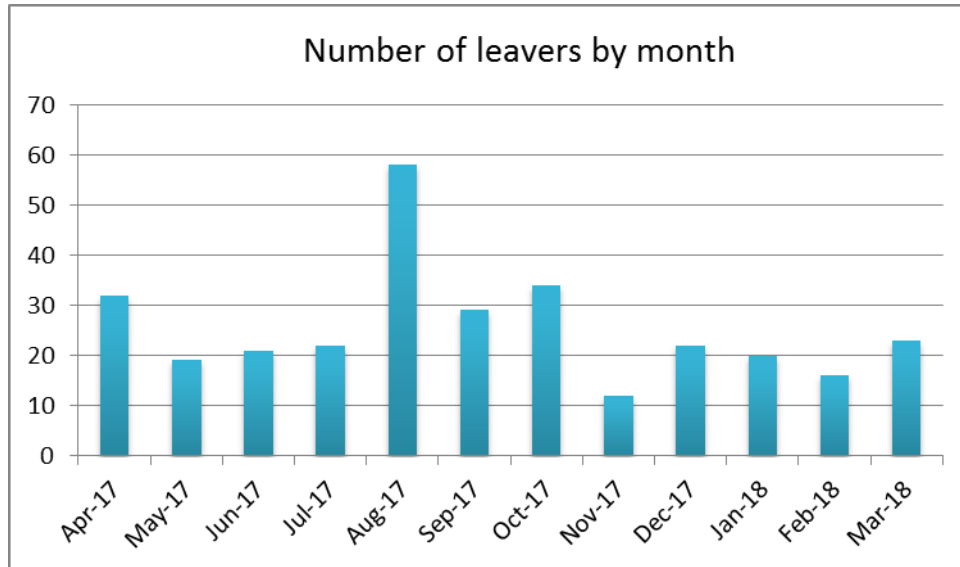
Area	2017/2018	2016/2017
T&R	11.20%	11.97%
CFW	13.60%	10.37%
EGEI	11.76%	11.97%
Council Total	12.54%	10.68%

- 2.2 In 2017/2018 the Council's turnover increased by nearly 2% from 10.68% to 12.54%. Although industry averages vary, turnover in the UK is approximately 15% so the level within Trafford is still below the average. The overall increase is largely contributed to by CFW who experienced an increase of leavers by over 3%.

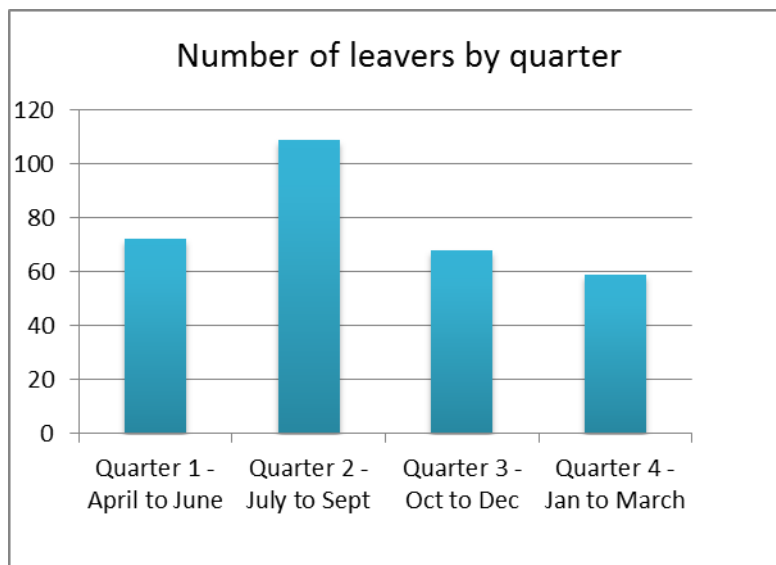
3. Analysis of leavers

3.1 Distribution of leavers over the year

The graph below details the number of leavers each month.



The graph below details the number of leavers each quarter.

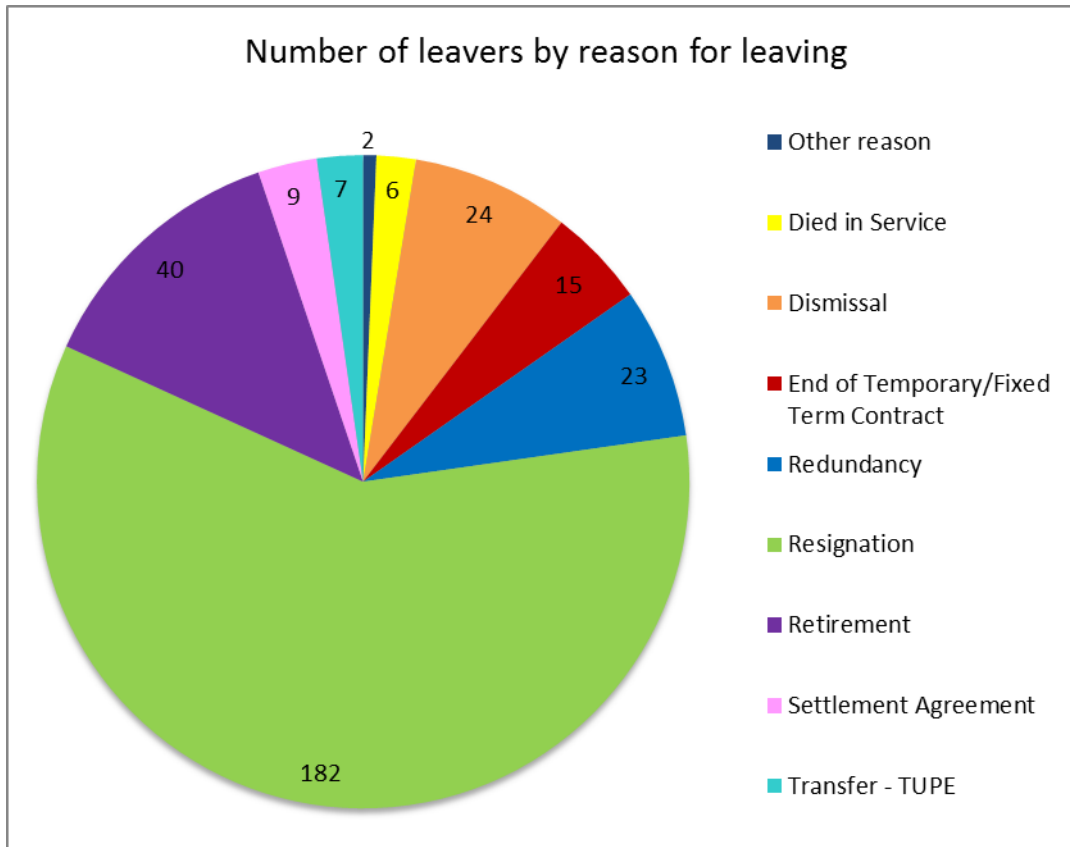


Over the year there were 308 leavers. It can be seen that the month with the highest number of staff leaving was August, with a number significantly higher than in any other month in the year. Similarly when breaking the year into quarters, there is a significantly higher number of leavers during quarter 2 (summer) and the lowest number in quarter 4 (winter). There are a couple of reasons for the spike in August. Firstly 7 schools catering and cleaning staff transferred organisations under TUPE. The other reason is that there was a restructure and downsizing exercise in the Reablement service and 13 staff

took voluntary redundancy. Even with these staff accounted for, August still has the highest number of leavers. This is likely to be due to a combination of factors which may include: schools employees moving jobs during the holidays; parents moving jobs before the new school year starts; more optimism approaching the summer period, and; people not wanting to move jobs over the winter months.

3.2 Reason for leaving

The chart below details the number of leavers by summary reason for leaving.



The table below details the number of leavers by more detailed reason for leaving, sorted to show the highest frequency first.

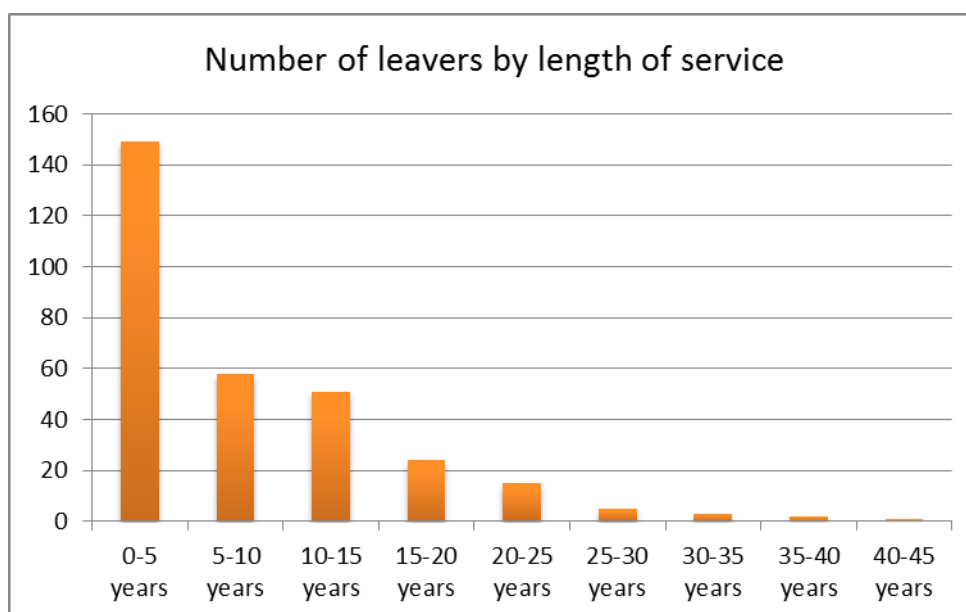
Reason for leaving	Number of leavers
Resignation - Personal	143
Redundancy - Voluntary	18
Retirement - Early	16
End of Temporary/Fixed Term Contract	15
Resignation - Post in Another Authority	14
Dismissal - Medical	12
Retirement - Voluntary Retirement	9
Settlement Agreement	9
Retirement - LGPS (65 or above)	8

Transfer - TUPE	7
Died in Service	6
Dismissal - Failure of Probation	6
Resignation	6
Resignation - Moving Away	6
Retirement - Ill Health	6
Redundancy - Compulsory	5
Resignation - Domestic/Personal	5
Dismissal SOSR	4
Resignation - Dissatisfied With Job	3
Resignation - Following Maternity Leave	3
Dismissal - Performance Capability	2
Career Break	1
Other Reason	1
Resignation - Full Time Education	1
Resignation - Ill Health	1
Retirement - Voluntary Redundancy	1

By far the largest number of staff left by reason of resignation (59% of total leavers). Of the reasons why employees leave organisations, resignation is the one that can be influenced with our policy practices and organisational culture, i.e. we have some control over it.

3.3 Length of service upon leaving

The graph below details the number of staff who left within different bands of length of service from 0-5 years up to 40-45 years.

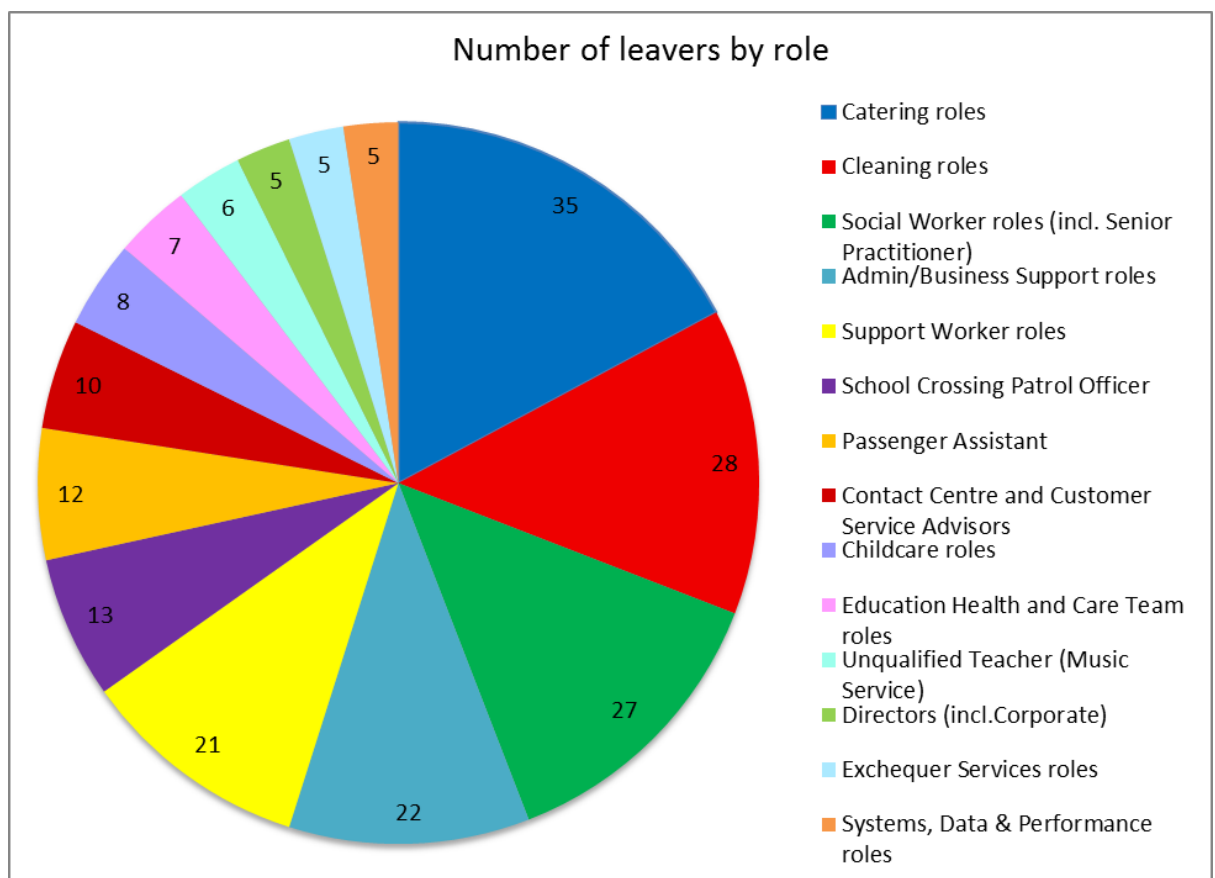


As would be expected, there is a negative relationship between the number of leavers and increasing length of service. However the reduction in number of leavers between 0-5 years and 5-10 years is quite significant. Nearly 50% of all leavers had less than 5 years of service and 30% of all leavers had less than 2 years of service. This shows that a large proportion of staff leaving have relatively low length of time working for the Council. Although we don't know why many staff are leaving the Council so soon, particularly for those with less than 2 years of service, this may be a sign that the reality of the role and/or working for the Council doesn't match the expectations at the recruitment stage.

There is evidence to suggest that younger people tend not to have as much tenure with employers as compared with previous generations. Of the leavers with less than 5 years of service with the Council, the average age is 41 years old. In the next banding, 5-10 years, the average age of the leavers is 49 which is a significant increase. As we know we have an aging workforce, we need to look at strategies to attract and retain younger staff.

3.4 Leavers by role

The chart below details the number of leavers by role, only for the roles which saw 5 or more employees leave during the year. This equates to 204 out of the 308 leavers (66%). Across all 308 leavers there were approximately 100 different posts.



As expected the highest number of leavers are from the posts which have the highest establishments in the organisation. Catering and cleaning posts tend to have a high turnover due the nature of the roles. Of particular note Social Workers saw the third highest number of leavers and turnover amongst this group can have a large impact on service provision and costs including agency spend. To improve the recruitment and retention of Social Workers, a comprehensive review of Social Services was undertaken to identify where improvements could be made in key areas to enhance the wellbeing of the workforce. The subsequent report considered a range of issues affecting staff including absence, recruitment and retention and work demands. A range of work streams are being delivered to support the recommendations as a result of the review.

4. Exit evaluation data

- 4.1 The Council collects information from staff leaving the Council so we can try to understand the reasons why staff leave and their experience of working here. The current process which has been in place since 2016, is that when an employee leaves they are sent a letter from GMSS which asks them to complete an exit evaluation questionnaire which they can access via the internet. The forms have questions in the following areas: reasons for leaving; their role; management; training and development; whether they'd recommend Trafford Council as a good employer.
- 4.2 The number of employees who leave the Council and complete the questionnaire is much lower than we would like. In 2017/2018, out of the 308 leavers, 46 completed the questionnaire which is only 15%. Work is under way to review the process and improve it, to try to increase take-up. However giving this feedback has to be voluntary and when a member of staff is leaving their employer and moving on to something new, giving feedback may not be a priority for them.

5. Conclusion

- 5.1 Monitoring employee turnover and also analysing information relating to employees who leave the Council, including feedback that they give, can be useful to identify any trends which might lead to actions to reduce the number of leavers in certain areas, or of a certain type.
- 5.2 It is impossible to work out an optimal level of turnover, as it will depend on many factors. However it could be suggested that the level of turnover within the Council in 2017/18, particularly within certain groups, such as Social Workers, younger employees and those with shorter service, is higher than the ideal. We are looking at strategies to improve recruitment and retention and to make the Council an employer of choice. There are lots of work areas on-going which should address this, which includes: new vision and values for the organisation; senior leadership team restructure; career pathways, from Apprenticeships onwards; succession planning programme; improving and

modernising our recruitment and on-boarding process; updated pay structure with bottom-loaded increases for the lowest earners; focused work around Social Workers. All of these, and particularly those that change the culture of the organisation, should have an effect on the experience of working for the Council with the aim of attracting the right staff and reducing the numbers leaving the Council.

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

Workforce Update

July 2018



JULY WORKFORCE FOCUS



Commissioning

A series of Strategic Commissioning Workshops are currently being scoped in collaboration with colleagues from the Council, CCG and AQuA. The aim of the workshops are:-

- To support the development of a single narrative for commissioning in Trafford
- To build relationships across the new commissioning team
- To reflect and agree how commissioning needs to change to support the Local Care Alliance
- To agree joint system leadership behaviours (providers and commissioners)

The second of 4 workshops will take place on Monday 17 September 2018.

Social Care Reform

We have commissioned Coachingworks4me Ltd to partner with us to develop and deliver a series of sessions for #Trafford Way following on from the induction sessions. Nearly 300 staff have attended so far and there are two remaining induction dates: 10th September and 8th October.

Vision and Values

We are commissioning an OD Partner to work with us and the senior leadership team to refine our vision and develop organisational values for Trafford. Proposals are being developed for engagement events with staff from September onwards.

Learning & Development

We are looking at self-service for managers for the I-Trent HR system so that all learning activities can be booked directly on the system.

Recruitment

We are reviewing the end to end recruitment process and a working group has been established to review how we can improve and streamline the process, including shortlisting, induction and panel member training.

Organisational reviews

- One Trafford Partnership
- Star Procurement
- Planning & Development
- Revenues & Benefits

Trade Union (Facility Time Publication Requirements) Regulations 2017

The new regulations brought in a requirement for the Council to collate and publish, on an annual basis, a range of data on the amount and cost of facility time. The figures for the period April 2017 to March 2018 were reported for the Council's central function and also education function (community, voluntary controlled, community special and maintained nursery schools). They were published on the Council's website and through the national reporting service by the deadline of 30th July 2018.

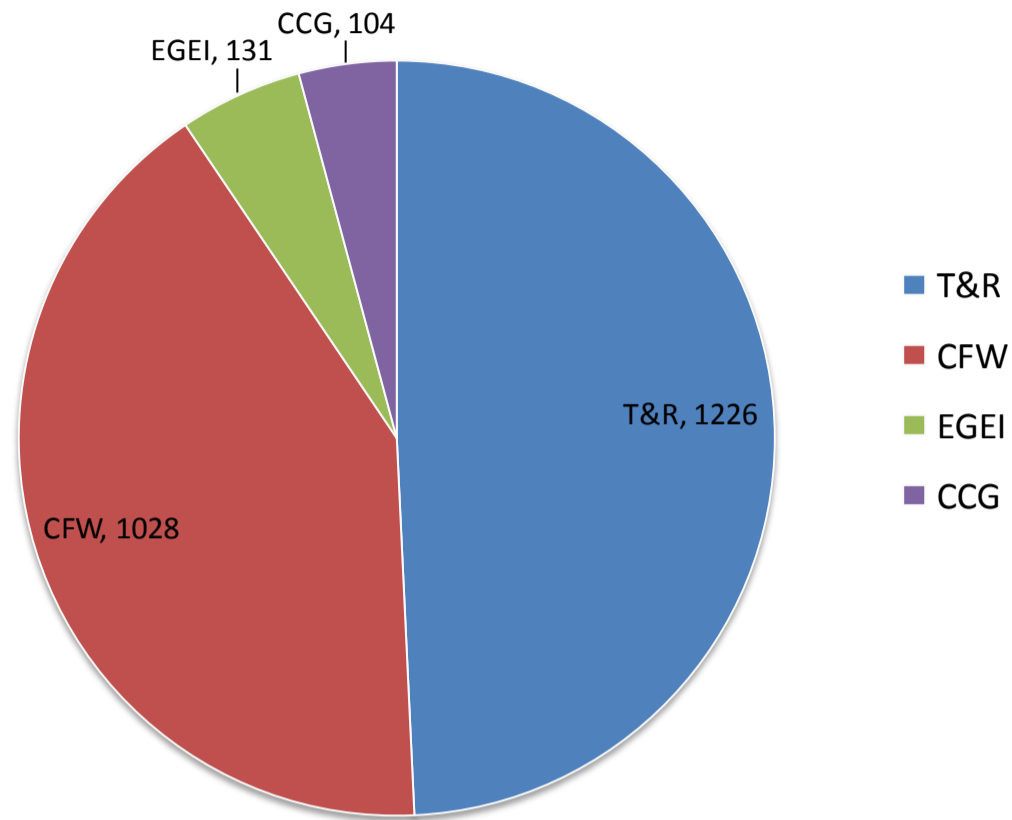
Court of Appeal decision on 'sleep-ins'

Recent case law had determined that the hours during a 'sleep-in' shift (when an employee is normally sleeping, but available should they be needed) should be considered to be working time, which means that the national minimum wage should be payable when gross pay and total hours worked are taken into consideration. Mencap took their case to the Court of Appeal, which has overturned the previous decision and clarified that only time spent awake and working during a 'sleep-in' shift will count as work time for the purposes of the national minimum wage. For reasons not connected to the case, our Supported Living service have reviewed their use of sleep-ins and are reducing the number of shifts in most facilities, implementing an on-call system instead. The appeal decision will have a much greater impact on commissioned services as the previous ruling would have meant a huge increase in costs borne by private providers. Unison are going to appeal to the Supreme Court so we will continue to monitor the situation in case the ruling changes.

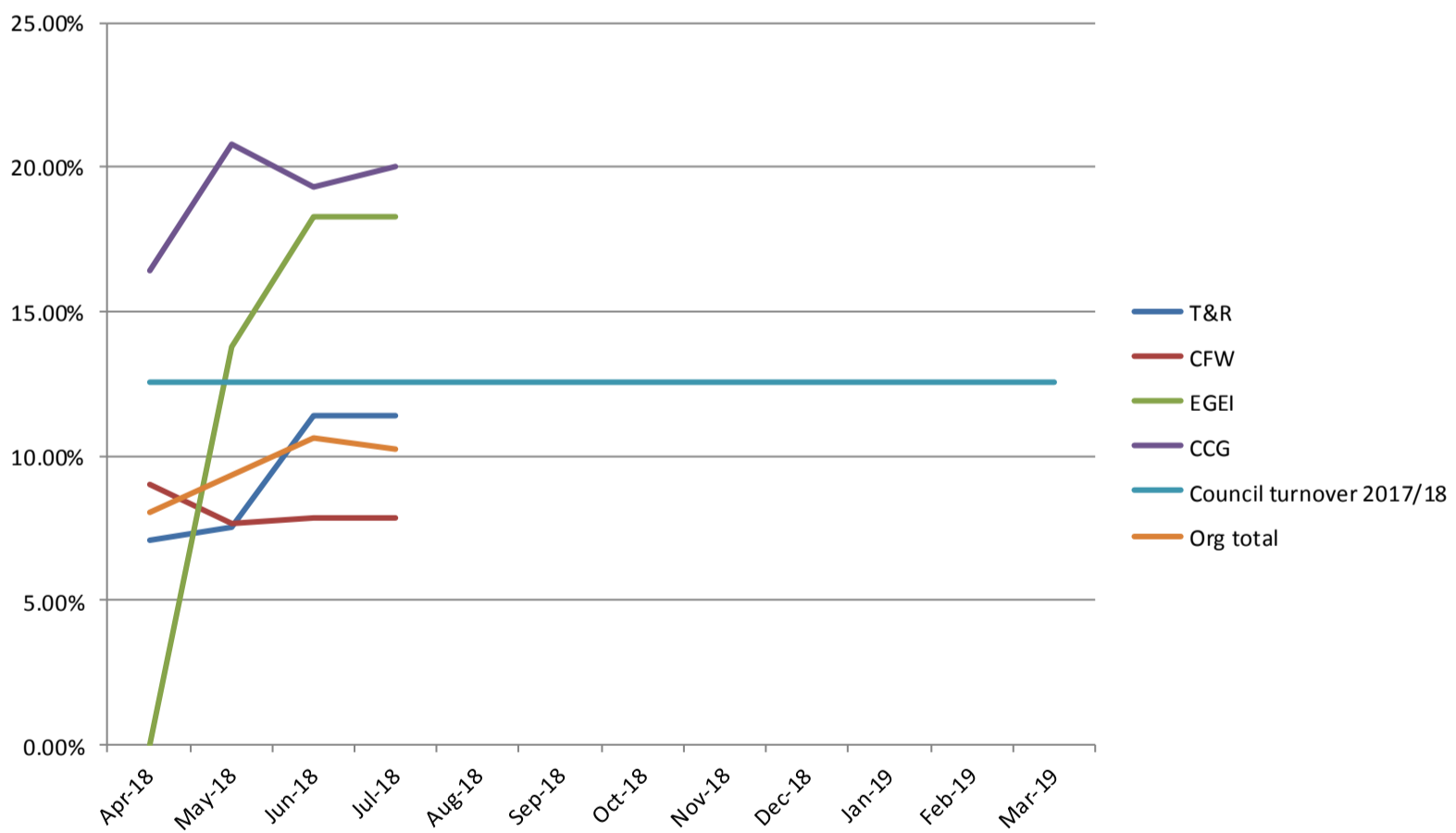
RESOURCING



Headcount (in month)



Turnover (year end projection)

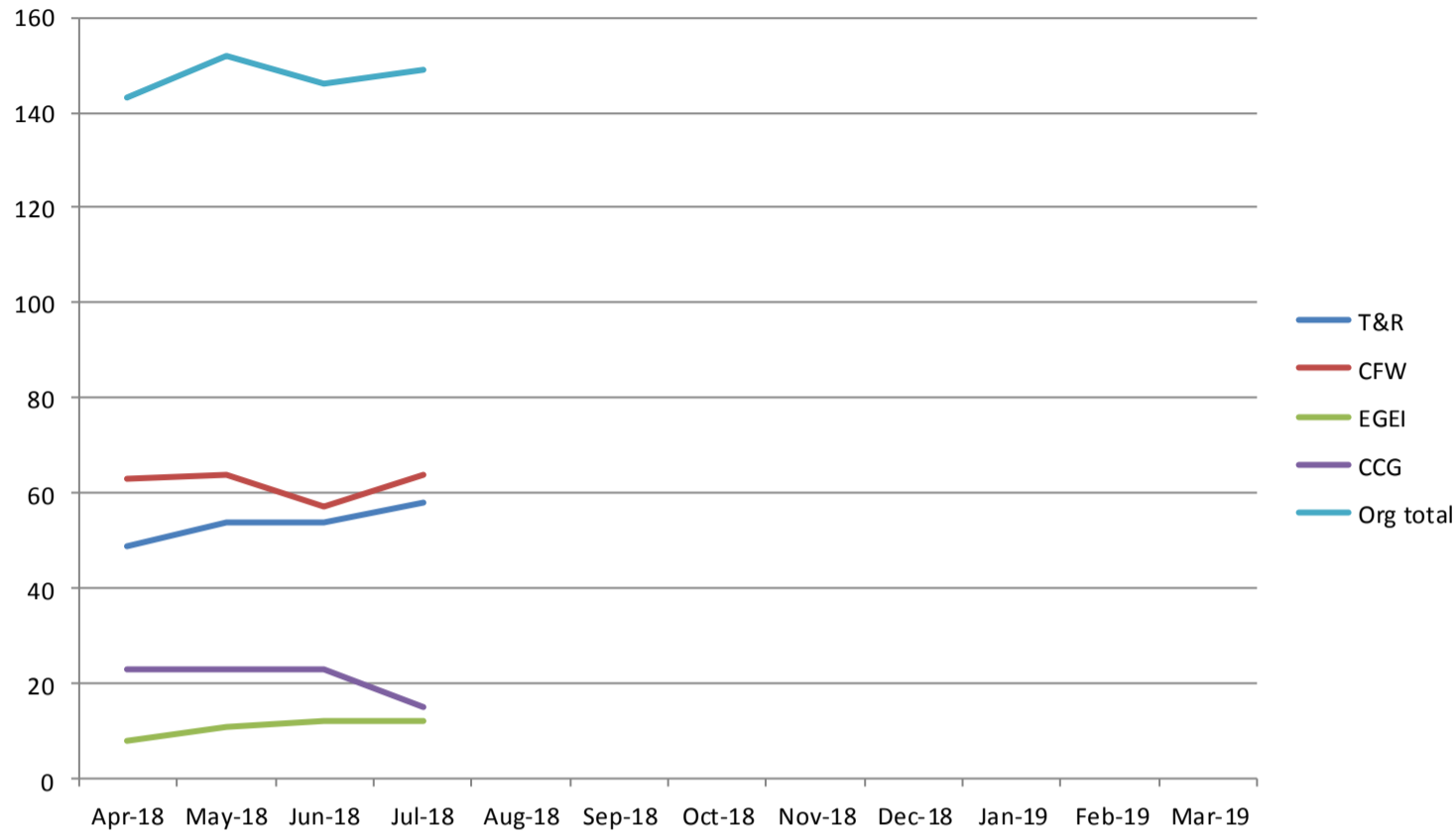


The organisational total year end projected turnover figure now encompasses the CCG and Council workforce. However the turnover figure for 2017/18 doesn't include the CCG as they weren't part of the organisation at the time. At 10.25%, projected turnover for 2018/19 has decreased slightly from June's figure of 10.64%. The projected levels within EGEI and the CCG remain very high due to the relatively small size of their workforces and both having the same number of leavers as in June. July saw 22 staff leaving the combined organisation.

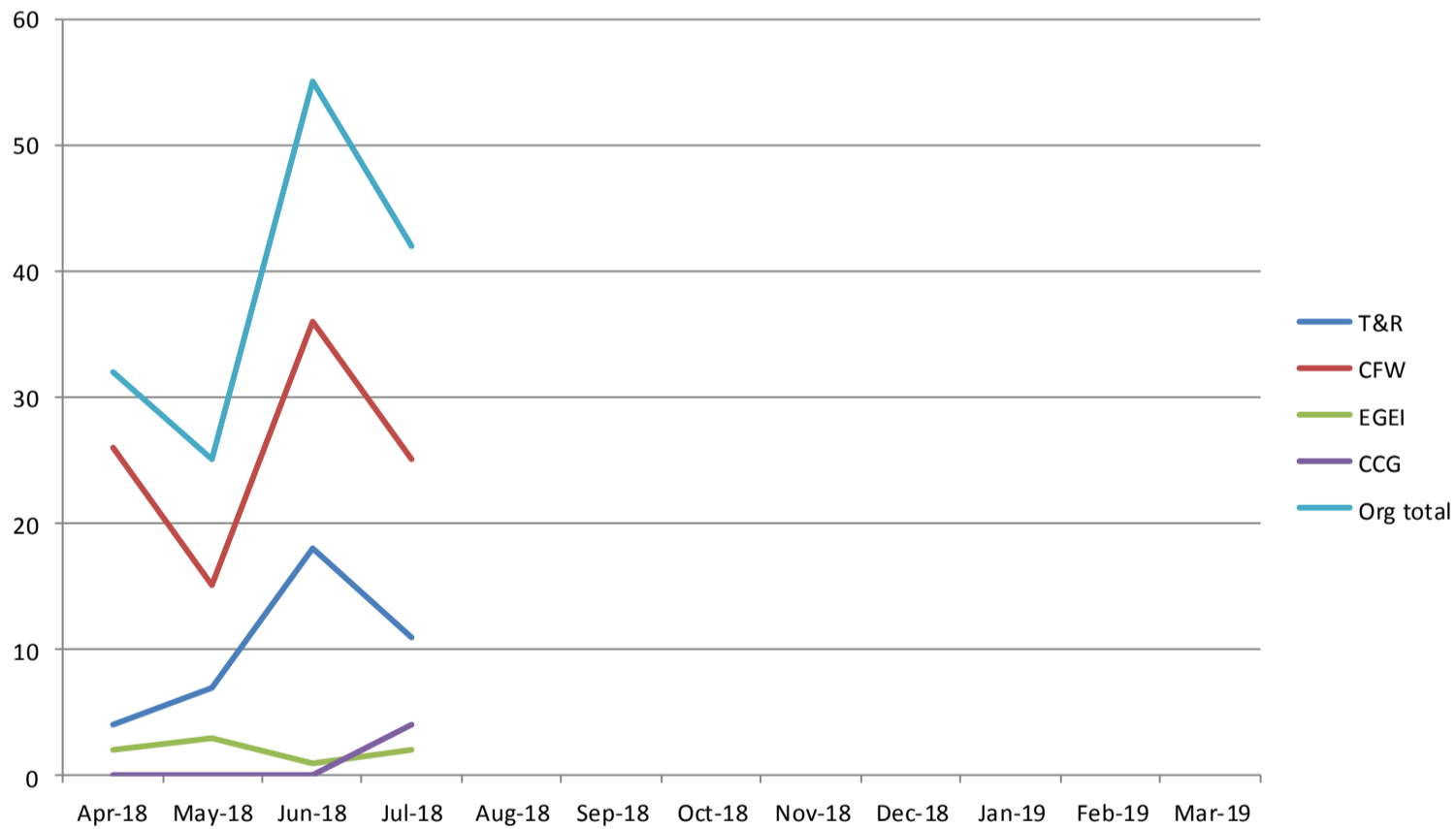
RESOURCING



Vacancies (number of posts)



Vacancies Approved



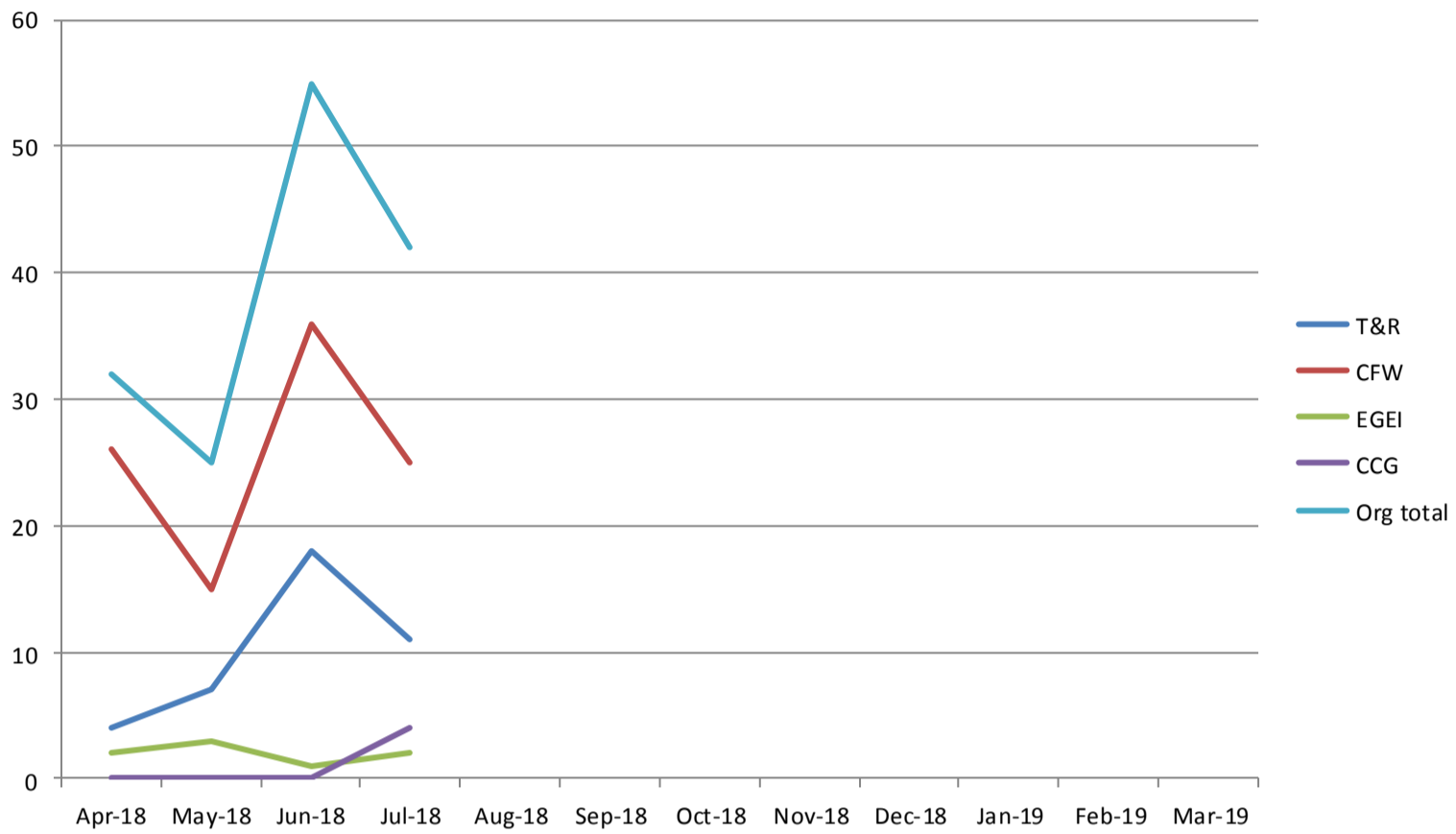
In July there were 149 vacant posts across the organisations, which is a very slight increase on the number in June. The highest level remains within CFW at 64. The level of vacancies in the CCG has reduced from 23 to 15.

There has been a significant decrease in the number of vacancies approved in July, after the large spike in June. Of particular note, no vacancies were approved for T&R in the month, after 18 going through in June.

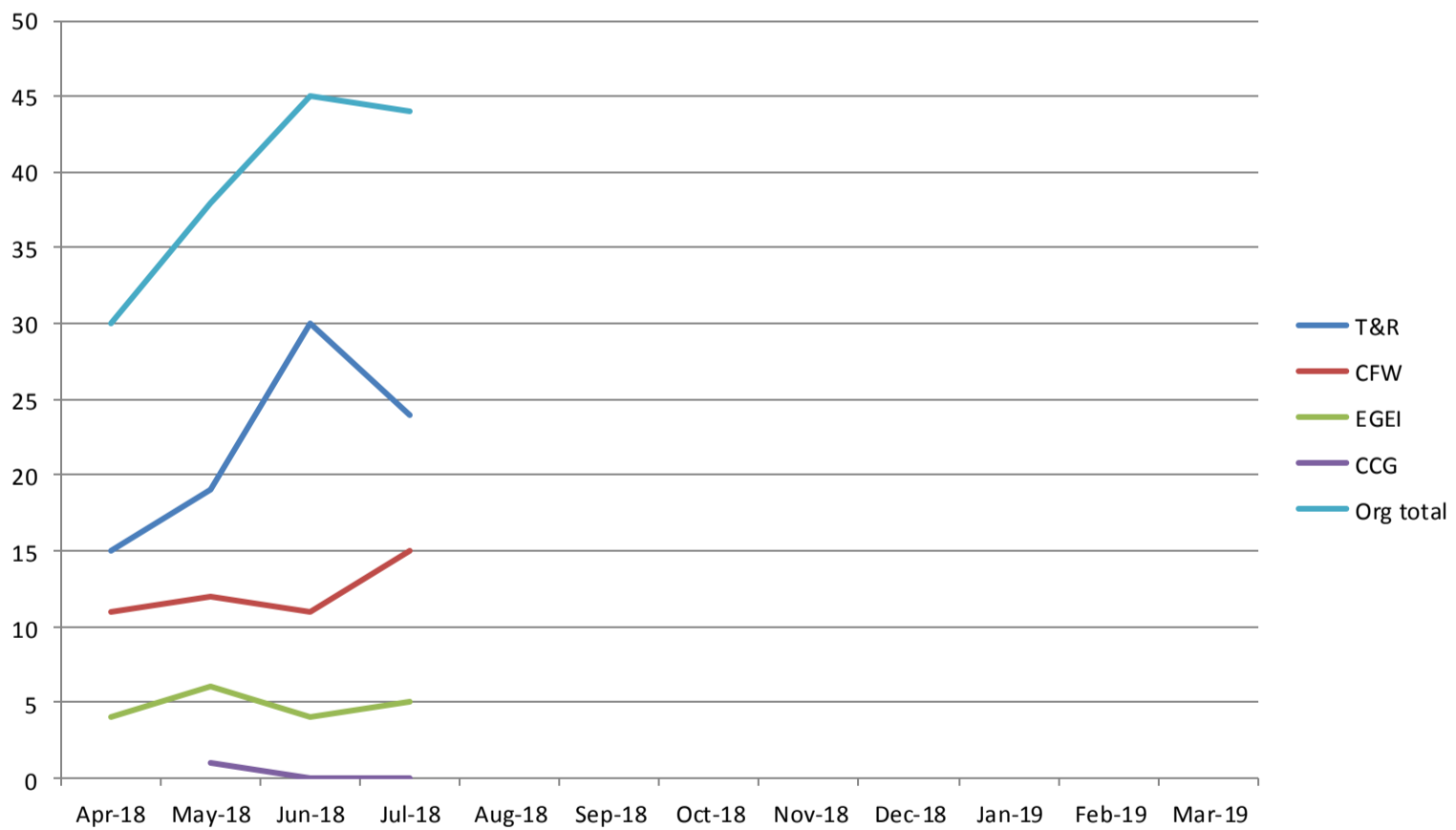
RESOURCING



Vacancies Approved



Honoraria

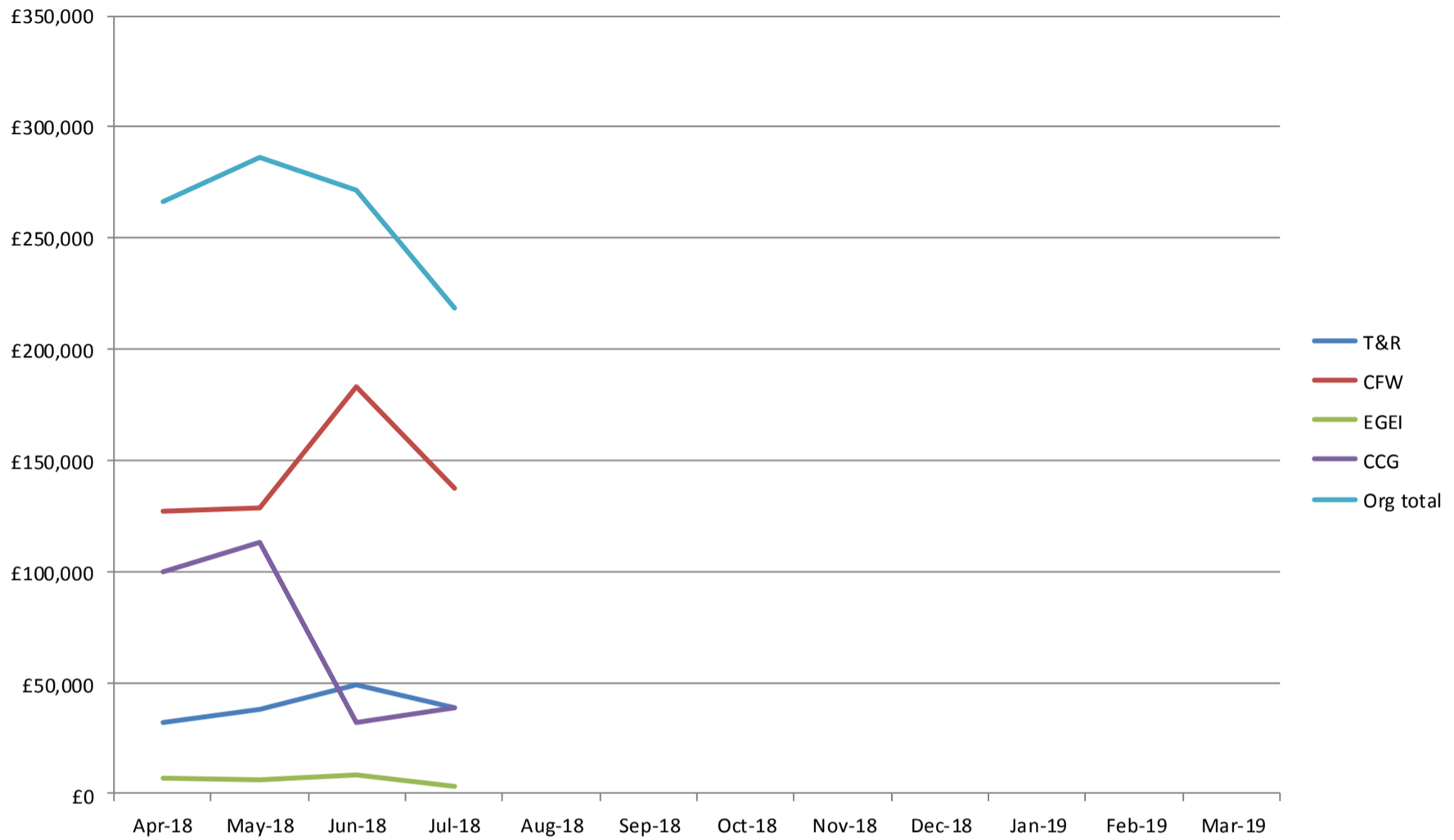


Acting up and honoraria figures for the CCG have only been available since May, so the line on the graph only starts from this time. The number of acting ups and honoraria overall have reduced as compared with the previous month. T&R have seen a reasonable reduction due to some coming to an end and CFW have seen an increase, largely due to some of the changes to the roles of senior staff, affected by the Corporate Leadership Team restructure. EGEI has increased by 1 and the CCG has decreased by 2.

RESOURCING



Agency Spend in Month



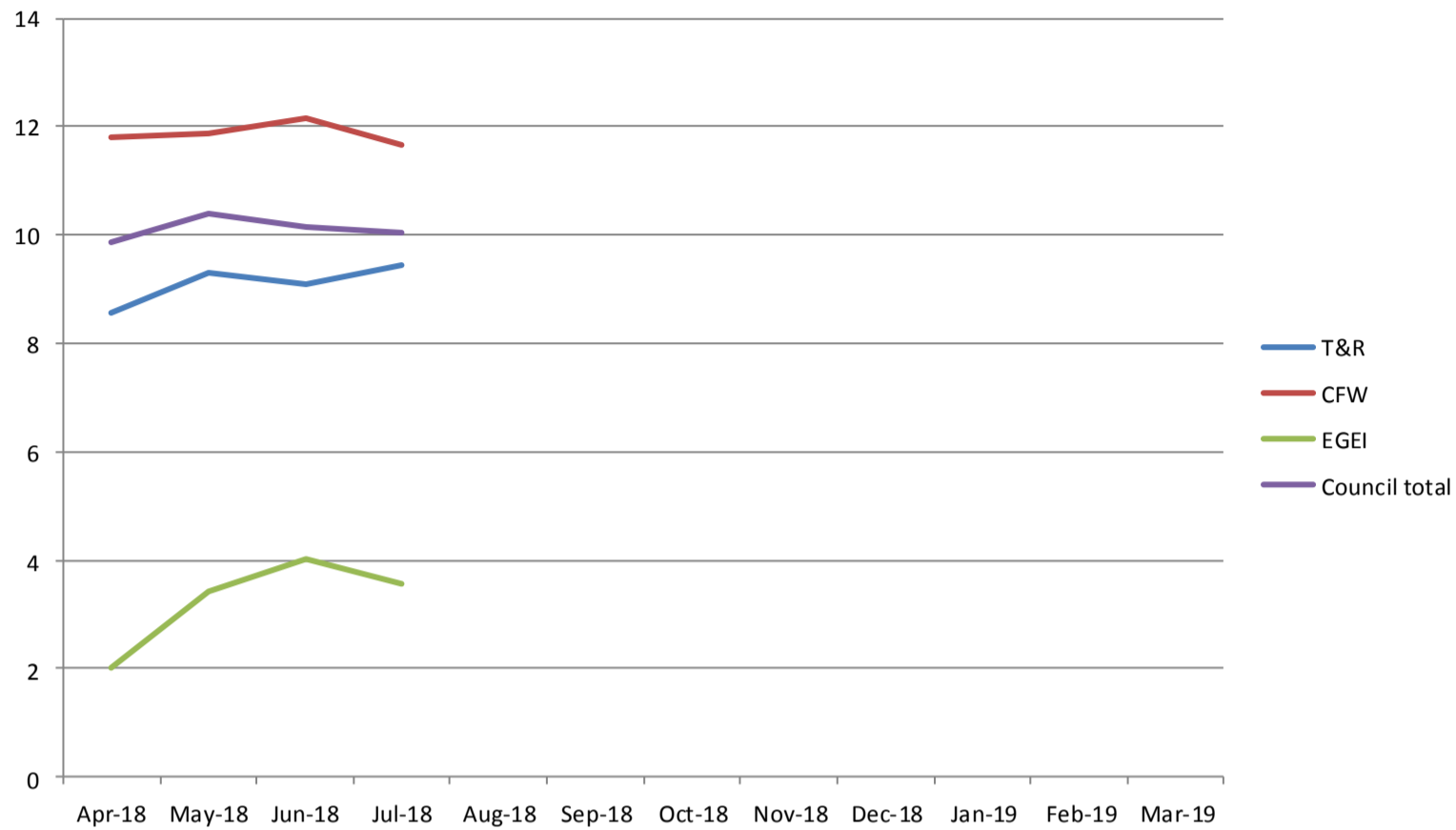
The spend across the combined organisation has reduced by about 20%, from £271,771 in June to £218,466 in July. All areas saw a reasonable reduction in spend except for the CCG which had an increase of just over £7k. However the CCG continues with a much lower level of spend as compared with the beginning of the financial year.

WELLBEING

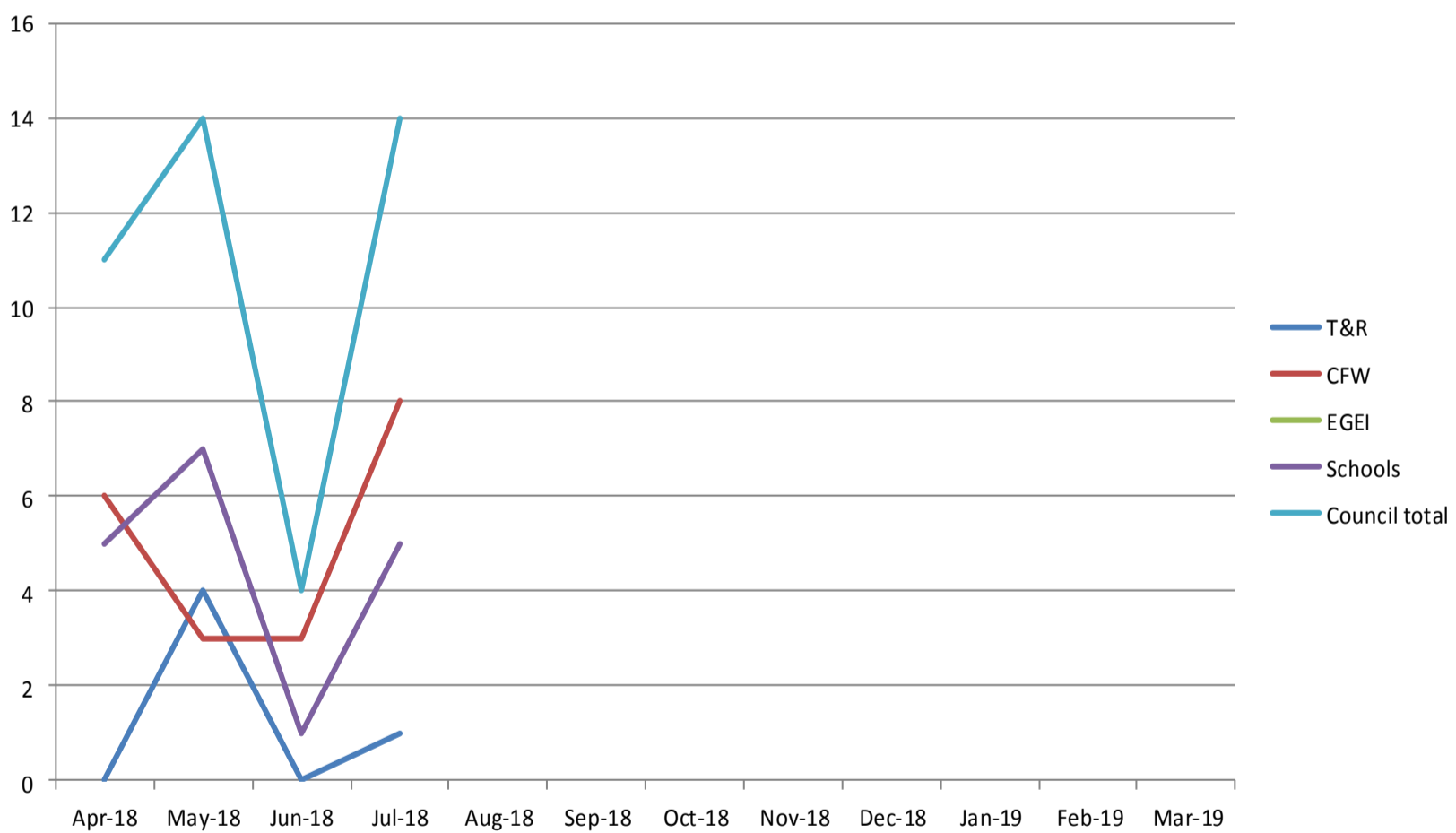


Five Ways to Wellbeing

Sickness (FTE days lost)



Accidents



CCG sickness levels are not yet available for the report as currently the CCG uses a different methodology from the Council for sickness reporting, which is produced centrally. Accident stats are also not available and we are working to align both sickness and accident information.

Sickness absence has decreased slightly overall to 10.06%. There were reductions in CFW and EGEI and a slight increase in T&R.

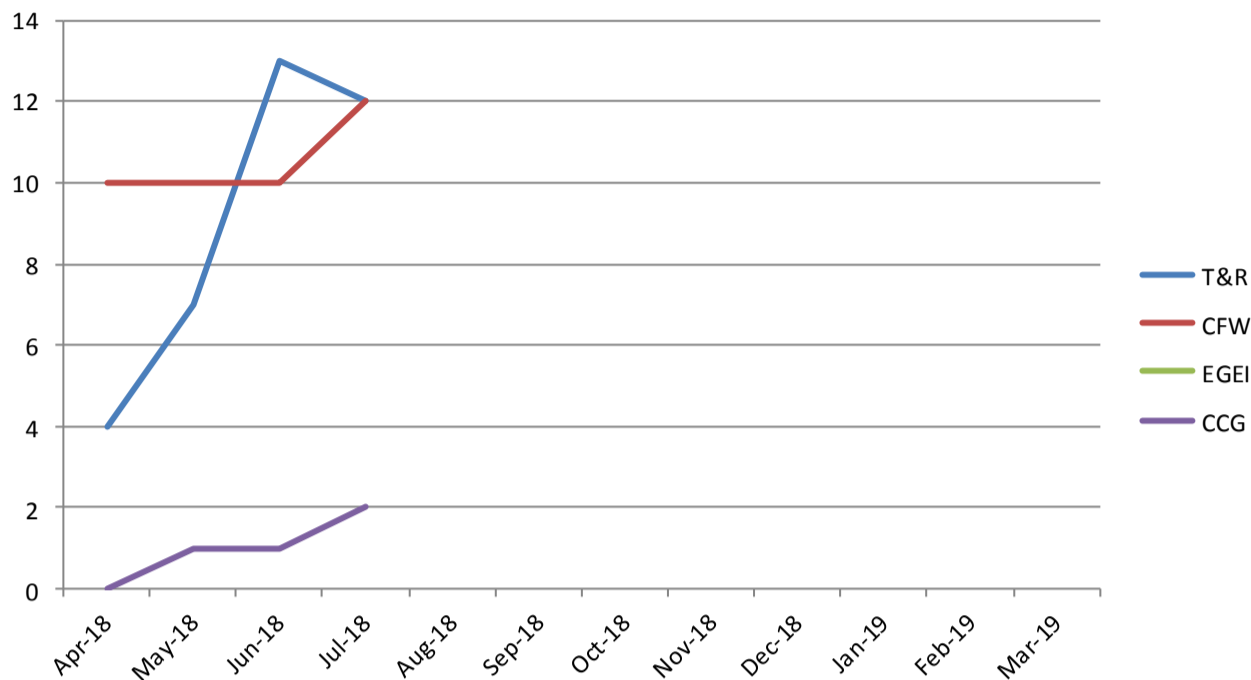
[Accidents narrative.](#)

WELLBEING



Five Ways to Wellbeing

Employee Relations Case Work - Total Activity



Monthly breakdown

Directorate	T&R	CFW	EGEI	CCG
Suspensions	0	1	0	0
Disciplinary	9	6	0	0
Grievance	1	1	0	0
Dignity at Work	0	3	0	1
Capability	2	1	0	1
Total cases	12	12	0	2

The level of employee relations activity remains high, with 2 more cases in July as compared with June. There are still 15 ongoing disciplinary cases across T&R and CFW— some of which are quite complex and time consuming. Although the CCG only has 2 cases, this is a proportionately higher level than within the Council.

Workforce Engagement

Council activity

- In Partnership with Pennine Care, the first 'Thinking Space' lunchtime session was held at TTH. This provided staff with the opportunity to take time out and learn mindfulness techniques.
- The 5 week innovative Offload Mental Health Fitness Program concluded at TTH and Sale Waterside with the delivery of two sessions for staff – Anger Management and Emotional Intelligence.
- A number of walking and cycling activities were available for staff at both TTH and Sale including led walks and cycle rides, free cycle servicing, cycle puncture repair classes and the chance to try a variety of 'pool bikes'.
- The BAME staff network meeting had a focus on health and wellbeing and included signposting to the variety of wellbeing opportunities available to staff.
- An exciting opportunity for Trafford staff to be involved in a unique University study was launched. The SMART Work & Life study aims to help desk-based staff reduce the amount of time they spend sitting both at and away from work, with a view to improving their health. The study over 24 months gives access to free health checks and standing desks.

CCG activity

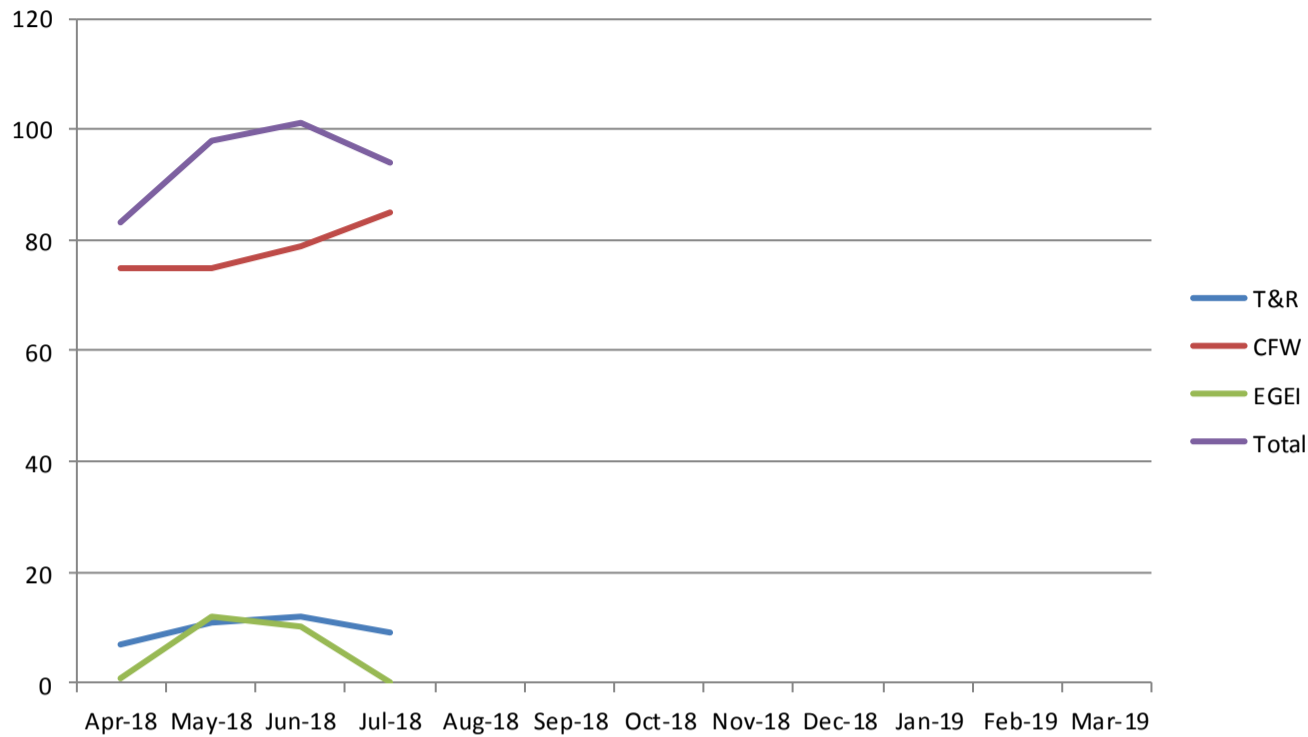
- Anthony Hassall, Accountable Officer held an introduction and welcome session with staff on 12 July.
- Sara Radcliffe, Corporate Director of Commissioning held a Corporate update session with staff on 27 July. Future briefings will take place on the last Thursday of every month.

NHS 70th Anniversary

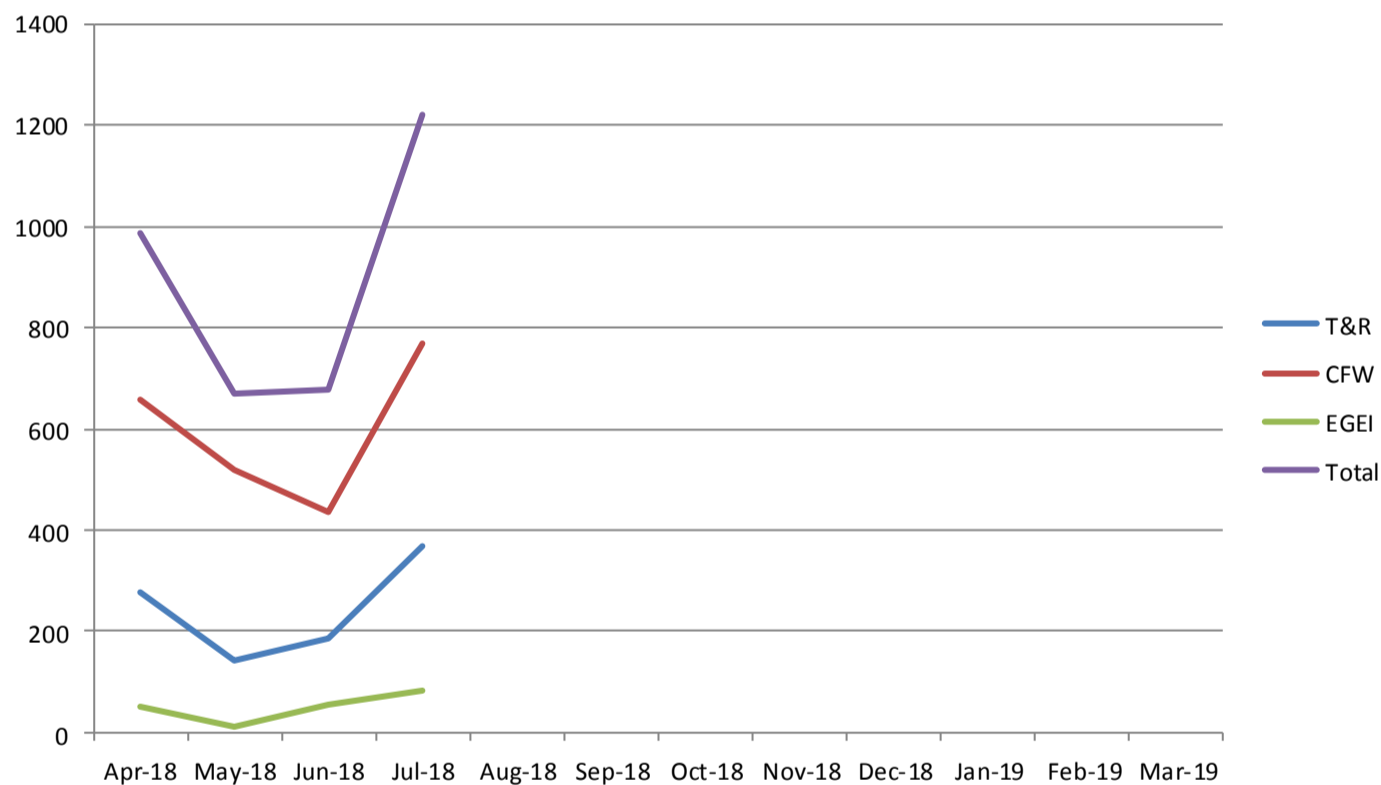
- The Manchester Evening News featured an article with Chief Nurse Mary Moore about working in NHS nursing.
- CCG staff ran an NHS Big7Tea bake sale which raised £160.63 for the local Trafford Hospital charity. Staff also had a chance to make a birthday pledge to use NHS resources wisely and place on our pledge tree. We also had photographs of NHS campaigns throughout the years.
- Sara Radcliffe attended the unveiling of a mural by Kate Green MP at Victoria Parade, which was created by local school children on behalf of Urmston in Bloom.
- Chief Nurse Mary Moore, CHC Clinical Lead Sally Kass and Home Oxygen Lead Viv Smith represented the CCG at the national celebration of thanks for the NHS at Westminster Abbey.



Attended Classroom Courses



Completed E-Learning courses



The course completion figures don't include CCG employees.

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

Liquid Logic Adults – 3x system training courses, covering various areas of functionality; Young People and Decision-Making; First Aid at Work (Qualification); Introduction to Autism Spectrum Conditions; Social Care Case Recording (x2); Hoarding and Self-Neglect in the context of Safeguarding Adults; Challenging Behaviour and Learning Disabilities; Deprivation of Liberty in Health, Care and Community Settings; Effective Minute-Taking (x2); Safeguarding Adults Enquiry Training.

Train Trafford: Courses made available to external providers on this site include: An Introduction to Autism Spectrum Conditions, Challenging Behaviour and Learning Disabilities; Deprivation of Liberty in Health, Care and Community; Safeguarding Adults Enquiry Training.

National Assessment and Accreditation System (NAAS) update

- The Career Progression Policy for Children and family social workers has been amended in light of NAAS. From September 2018, a social worker can either: follow the traditional career progression pathway, or; follow the new career progression pathway (which incorporates the NAAS)
- There are 30 people ready to go forward for assessment in Phase 2 (April to June 2019)
- CPD Offer available and aligned to KSS
- Individual and managerial evaluation against the KSS in place, to determine support/development needed
- NAAS preparation support available to staff going forward
- Supervision and PDR aligned to KSS

TALENT



New Apprenticeships (since April 2017)

Directorate	Target	New starts April 2017 to May 2018	New starts in month June	Conversions April 2017 to May 2018	Conversions in month June	Total
T&R	38	6	1	44	0	51
CFW	30	1	1	18	0	20
EGEI	5	0	0	0	0	0
Schools	50	3	0	8	0	11
Total	123	10	0	70	0	82



Ongoing Apprenticeships

Level	No of Apprentices (incl. schools)
2	25
3	38
4	10
5	11
6	2
7	1
Total	87

Celebrating Success recipients

Directorate	Directorate
T&R	1
CFW	0
EGEI	0
Total	0

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

Apprenticeship activity

We have had 4 new starters this month: 1 in HR, 1 in Leadership Support and 2 in our Children's day care centres.

As part of the new reforms we can now transfer up to 10% of our levy to a number of organisations and we are currently exploring whether we can gift this to Trafford CCG.

We are currently recruiting 2 new apprenticeships: 1 in Bereavement Services and 1 in OSfE.

We are currently reviewing our apprenticeship campaign with a view to further promote and raise the profile of apprenticeships across the Council and schools.