

# Public Document Pack



## TRAFFORD COUNCIL

### AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 10 December 2018

Time: 5.00 p.m.

Place: Meeting Room 6, Trafford Town Hall, Talbot Road, Streford, 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>  To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 10 September 2018.	1 - 6
3.	<b>REVISED HR POLICIES</b>  To receive a report from the Corporate Director of People.	7 - 52
4.	<b>WORKFORCE UPDATE</b>  To receive an update from the Corporate Director of People.	53 - 62
5.	<b>NEW PAY STRUCTURE</b>  To Receive a report from the Corporate Director of People.	63 - 72
6.	<b>AGENCY SPEND Q2</b>  To receive a report from the Corporate Director of People.	73 - 86
7.	<b>QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY</b>  To consider a verbal report from the Corporate Director of Place.	Verbal Report

**8. URGENT BUSINESS (IF ANY)**

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

**JIM TAYLOR**  
Chief Executive

Membership of the Committee

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

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 issued on **Friday, 30 November 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

10 SEPTEMBER 2018

### PRESENT

Councillor J. Bennett (in the Chair).

Councillors J. Slater (Vice-Chair), D. Acton, M. Cawdrey, M. Hyman and G. Whitham

#### In attendance

Sara Saleh	Corporate Director of People
Angela Beadsworth	Head of Workforce and Core Strategy
Kate Sturman	Workforce Strategy Officer
Dominique Sykes	Principal Solicitor
Caroline Myers	Legal Executive
Alexander Murray	Democratic and Scrutiny Officer

### APOLOGIES

Apologies for absence were received from Councillors B. Rigby.

### 11. MINUTES

That the Minutes of the meeting held on 2 July 2018 be approved as a correct record and signed by the Chairman.

### 12. AGENCY SPEND Q1 2018/19

The Corporate Director of People told the Committee that there had been an increase in the amount spent on agency workers within CFW due to the Council having to hire an increased number of agency social workers to fulfil statutory requirements. The Committee were informed that agencies had been making Councils compete on the price of agency workers in order to increase their prices.

Trafford had complied with the agreement which had been reached amongst the Greater Manchester Authorities to set a price for agency social workers. Unfortunately Councils outside of the agreement had been paying more which had led to others amongst the Greater Manchester Authorities having to increase their prices in order to fill gaps in their service. There were plans to conduct a piece of work which would set the price of agency staff across the North West but this was in the very early stages.

Trafford's HR department were looking at ways to reduce the Council's reliance upon agency staff in other ways. One way was by reducing the amount of time that it took for the Council to recruit staff. Committee Members and Officers then discussed the costs of agency versus full employment and how the package offered to staff could be adjusted to reflect the difference in cost. They then talked about the Councils scheme around growing their own support within and how that could feed into the offer.

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Following the Update Committee Members were given the opportunity to ask questions. One Member asked whether wellbeing support was being offered to staff.

The Corporate Director of People responded that the Council offered a number of activities and sessions to all staff. Health and Safety Manager was continuing to work alongside HR staff to continually review the offer to see how it could be adapted to maximise its effectiveness.

Another Member enquired whether Executive Members were involved in the approval of agency staff. The Corporate Director of People informed the Committee that the hiring of agency staff was approved at director level and that there was nothing in place to inform Executive Members. The Committee requested that regular updates on agency staffing be given to Executive Members.

A Member then asked whether there was any work being done to create a staffing pool across greater Manchester. The Corporate Director of People told the Committee that a piece of work was being scoped out on a Greater Manchester level and that Trafford were looking at creating their own staffing pool.

RESOLVED: That the report be noted by the Committee.

### **13. HOLIDAY PAY**

The Workforce Strategy Officer went through the report that had been circulated with the agenda. The Committee were told that the adjustments to holiday pay were linked to developments in case law related to employees' entitlement. The case law meant that employees who received extra pay, such as for overtime, should receive additional pay equivalent to the additional monies they would have earned during the time had they not been on holiday. The Council had decided to pay 7.66% extra to employees whenever they undertook any of the additional commitments in scope to account for their holiday entitlement.

Originally the Council were going to make the adjustments for central council employees first and then consider schools. However, during the planning for implementation it became clear that it is best to implement the adjustment for all employees' at the same time. The Workforce Strategy Officer stated that they were considering the best way of communicating the changes to all affected staff to make sure they understood what the payments were for and why they were to receive them. The Council planned to implement the adjustments by the end of the year.

The Committee were given the opportunity to ask questions but no questions were raised.

RESOLVED: That the report be noted by the Committee.

### **14. LEAVER STATISTICS**

The Workforce Strategy Officer told the Committee that there had been an increase in the number of leavers within August due to organisational change.

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Resignation was the largest cause of staff leaving with 59% of leavers having resigned. The most common reason for resigning was personal reasons which accounted for 79% of all resignations. The next most common reason for leaving was retirement which accounted for 13% of staff turnover.

The Workforce Strategy Officer then went through the statistics relating to the length of service when leaving. 30% of leavers had worked with the Council for less than two years and 50% had worked for less than 5 years within the organisation. The Committee were told that there was a survey for staff members to complete when they left but it had proven difficult to get people to complete it. HR were looking at replacing the survey with an interview which would be held with either the leavers manager, a member of HR, or an independent person in order to increase the level of completion. The Chair commented that they felt it would be better if the person conducting the interview was not someone who had worked with the leaver in order to avoid animosity and to enable full disclosure of their reasons for leaving.

A Member of the Committee was interested to understand what was behind the large number of resignations for personal reasons. The Corporate Director of People responded that there had been a spike in resignations within CFW services across Greater Manchester. Part of this increase was due to private sector agencies approaching staff and offering them rewards for moving into agency work. The Chair added that there was a piece of work ongoing within Trafford to look at the offer being made to social workers to ensure that it was competitive.

A Committee Member asked whether the Council conducted a staff satisfaction survey. The Corporate Director for People responded that the Council had done these surveys in the past but it had been a few years since one had been conducted. The Committee requested that HR conduct a survey and that it be done on an annual basis.

The Committee requested that additional information, including gender break downs, be supplied to help them to understand why people were leaving.

### RESOLVED:

- 1) That the report be noted by the Committee.
- 2) That a staff satisfaction survey be conducted on an annual basis.
- 3) That additional information relating to staff members who have resigned from the Council be provided to the Committee.

## 15. WORKFORCE UPDATE

The Head of Workforce and Core Strategy told the Committee that the Council were looking at improving the working environment for social workers. High caseloads had been listed as an issue so HR were looking at ways to increase support for them. The Supported Living service had undertaken a review which included the night time provision. As a result it has decided to reduce the number of sleep-in shifts. Instead there were to be waking night services with on call support.

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The Head of Workforce and Core Strategy explained that the work force development team were looking at the supervision process to ensure it was fit for purpose. Another piece of work was the reshaping of the Council's values. Once the leadership team was set in place the new corporate priorities would be selected and then the new organisational values would be adopted. The process involved using tools such as the Workforce update to identify organisational strengths and weaknesses to help shape the values.

A Committee Member enquired as to whom the agency was that the Council had commissioned regarding workforce development. The Head of Workforce and Core Strategy explained the process that had been used to recruit the agency and the work that they had been recruited to undertake. The Committee were informed that part of the work would involve a skill share with Council staff to help improve the Council's workforce development team.

A Committee member asked what the Council's recruitment approval process was. The Corporate Director of People detailed the current process to the Committee and informed them that the council were looking to streamline this process and move it back into directorates. By doing this it would enable quicker recruitment to posts and reduce the need for agency workers.

RESOLVED: That the update be noted by the Committee.

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

The Corporate Director of People told the Committee that there had been 4 requests for continuation and all had been agreed. One had been for a three month extension and the rest had been for 1 month extensions whilst HR gathered more information.

A Member of the Committee asked for clarification as to what the Councils obligations were. The Corporate Director of People detailed the Councils policy for sickness and explained that the policy had been designed so that the Council could make judgments on a case by case basis where extended sickness occurred. The Corporate Director of People informed the Committee that all of the exemptions that had been requested related to severe long term health conditions.

RESOLVED: That the update be noted by the Committee.

**17. RECRUITMENT OF CHIEF EXECUTIVE OFFICER**

The Committee were told that following the departure of the previous Chief Executive Officer the role was been filled on an interim part time basis by Jim Taylor who was the Chief Executive at Salford Council. The Corporate Director of People went through the report that had been circulated prior the meeting. The report reminded the Committee that the Council and Trafford CCG had approved the Chief Executive Officer role and the Chief Accountable officer role to be combined. The report then detailed the process which needed to be followed to

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decouple the two roles which had to be completed before the organisations could appoint permanent replacements.

The report also detailed the recruitment process which would be undertaken once the decoupling of the process had been completed. The Committee were asked to agree the advertisement of the Chief Executive post with a set upper limit of £165,000.00 salary, and the use of an external recruitment agency to aid with the process. The Committee were also asked to recommend that Council approve the recruitment process laid out within the report in accordance with section 4 of the Council's Constitution.

Following the overview of the report by the Corporate Director of People the Committee were given the opportunity to ask questions. Committee Members asked numerous questions including what the salary of the Interim Chief Executive was and what stakeholder engagement was planned. The Corporate Director of People answered the Committees questions and following her answers the Committee unanimously agreed the recommendations of the report.

RESOLVED: That the Committee agree the recommendations of the report.

The meeting commenced at 10.55 am and finished at 11.18 am

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**TRAFFORD COUNCIL**

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

**Report Title**

<b>Revised HR Policies.</b>
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**Recommendation(s)**

<p><b>It is recommended that Employment Committee notes the content of this report and approves the following revised policies so they can be implemented: Adoption; Volunteering, and; Fertility Investigation and Treatment and approves the following new policy so they can be implemented: Annual Leave.</b></p>
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Contact person for access to background papers and further information:

Name: Sara Saleh  
 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 policies have been revised in accordance with ACAS guidelines and with relevant case law in mind.
Equality/Diversity Implications	None.
Sustainability Implications	None.
Staffing/E-Government/Asset Management Implications	The revised policies are more comprehensive and clear and so it should be easier for managers and staff to use them.
Risk Management Implications	None.
Health & Wellbeing Implications	None.
Health and Safety Implications	None.

## 1.0 BACKGROUND

- 1.1 The current versions of 3 of these policies were due full reviews and one policy has been changed slightly and we are proposing a change to a further policy. Also 1 new policy has been developed.

## 2.0 REVIEW PROCESS

- 2.1 The approach taken depended on the policy and includes the following as appropriate: research on the subject areas; benchmarking with other local authorities; checking on any statutory guidance and/or ACAS guidelines, and; reviewing our internal processes and current practice. The policies have been drafted or revised on this basis and we have used simple language to make them more accessible to all.
- 2.2 The first drafts of the policies were reviewed internally by the HR management team. They were then considered by the policy review group which comprises representation from our Unions, Unison and GMB and also several managers. The group were sent the revised policies 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 Corporate Director for People undertook a final review.

## 3.0 KEY CHANGES/CONTENT OF THE POLICIES

- 3.1 The policies have been streamlined and simplified with more use of plain English and with reduced usage of HR terminology, wherever possible, to make them easier to understand and follow.
- 3.2 The policies have been created in a generic template. 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 Adoption

The key changes to the policy are:

Current Version	Revised Version
Eligibility section doesn't include dual approved prospective adopters.	Mention of this scenario has been included.
Eligibility section has information about circumstances where adopters will not qualify for adoption leave or pay.	This section has been updated in line with national guidance.
	Ordering changed – 'Pre-adoption arrangements' section is now before 'Notification of intention to take Adoption

	Leave’.
Notification section has process where employee writes to their manager to notify.	Process is via the ‘adoption application form’ submitted via the GMSS portal.
Adoption Leave section ‘starting adoption leave – no mention of fostering to adopt.	Details that leave can start while the dual approved prospective adopters are fostering the child.
Where arrangements changes employees are advised to notify their manager.	Employee should notify their manager in writing of the new start date and also notify GMSS.
Adoption Pay (SAP) section includes qualifying criteria.	This has been amended so it is in line with national guidance – for example reference to the qualifying week and also now mentions the position for Parental Order parents.
Occupational Adoption pay - currently details the fact that staff can receive the 12 weeks of half pay spread over any mutually agreed period.	This is now detailed as 3 options in line with how GMSS will arrange the payments and the forms reflect this. Option 1 – half pay is paid over the normal 12 weeks, option 2 – half pay is paid over 33 weeks, option 3 – half pay is deferred and received when the employee returns to work.
Reference to Additional Paternity Leave and Shared Parental Leave	Reference to Additional Paternity leave has been taken out as now there is only Shared Parental leave instead.
Adoption Placement Ending section is quite brief.	This has been expanded to give scenarios which mean that adoption ends early.

### 3.4 Volunteering Policy

This policy is currently in a toolkit format rather than a policy and so a comparison between the current version and the new version hasn’t been undertaken.

The key changes are:

- Move from 12 hours of paid leave for volunteering to 2 days.
- Move from the Workforce Strategy team co-ordinating volunteering opportunities to the onus being on the employee.
- Now includes existing volunteering commitments, as it is fair that staff who were volunteering already can access the scheme.
- Application process changed so staff can apply through submitting a web form and using MiTrent with management approval.

### 3.5 Fertility Investigation and Treatment Policy

The key changes to the policy are:

Current Version	Revised Version
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Title is Assisted Fertility.	Now Fertility Investigation and Treatment as this is what it covers.
Implied that for all staff including men and women.	Make explicit for the avoidance of doubt.
Just details types of assisted conception procedures.	Includes different types of treatments for infertility which includes assisted conception.
Scope of policy details that it is for all staff including those in same-sex partnerships or single people.	No need to state this as it is a given.
3 days of special leave for treatment (inclusive of 1 day for investigations).	4 days for treatment which covers medical, surgical and assisted conception. This is linked to requirements for assisted conception – for egg removal it tends to be one day for procedure and 1 day recovery and again the same for implantation. Male procedures tend to be within these timescales as well.
States that leave should be recorded as 'special leave' rather than 'pregnancy related).	We have a code for fertility leave so detailed that this should be used. Take out reference to pregnancy related' as this is insensitive and not appropriate. Changed process so that if employee is on MiTrent they request themselves and if not manager does GMSS form.
Additional support section had old EAP provider and Occupational Health and the maternity policy	Now has new EAP provider and have taken out reference to OH as unlikely that a referral would be required. Taken out reference to the Maternity policy as insensitive and also if employee does become pregnant they'll know to look for the relevant policy.

### 3.6 Annual Leave Policy

Information about annual leave is currently on an intranet page rather than a formal policy and so a comparison between the current version and the new version hasn't been undertaken. The policy covers what annual leave is; entitlement; calculating leave; leave application procedure; unused annual leave; new members of staff; staff leaving the Council.

The key changes are:

- More comprehensive information and guidance.
- Move to annual leave being quoted in hours rather than days and inclusive of bank holidays.
- Recording process through MiTrent for services with access to self-service.

### 3.7 Grievance Policy

The Council's Grievance policy has never included matters relating to pay and grading of posts, however when last revised this exemption was taken out in error. Benchmarking has been taken within GM which confirms that other authorities don't allow grievances for pay and grading. On the basis that the

policy previously didn't include this, nor do other authorities, it is proposed that a sentence is added into the scope section of the policy as follows:

*The procedure does not apply to matters covered by statutory provision such as income tax, national insurance or pension schemes or issues relating to the pay and grading of posts.*

This change has UNISON and GMB support.

### 3.8 Recruitment Policy/Guaranteed Interview Schemes

The Council has had a guaranteed interview scheme in place for many years for individuals who have a disability. This means that if an applicant with a disability meets the essential criteria for a post they will be interviewed. This measure helps to reduce the disadvantage that those with disabilities face when trying to secure employment so that they have a chance to demonstrate their knowledge, skills and experience at interview.

As part of the Council's wider aims to improve employment outcomes for certain groups who may face more disadvantage than the general population, it has been proposed, and agreed by CLT, that the Council should offer a guaranteed interview scheme to other priority groups. The groups to be included in the scheme are all at an evidenced disadvantage, in securing enduring employment. The groups are:

- Ex-service personnel.
- 'Working Well' clients – long term unemployed.
- Care leavers.

The scheme will operate in a similar manner to the current disability scheme and individuals in these groups, provided they meet some criteria linked to the group and meet the essential criteria for the role, will be interviewed.

## 4.0 IMPLEMENTATION PLAN

- 4.1 We plan to implement the new policies on 1<sup>st</sup> January 2019 (with the exception of the Guaranteed Interview Scheme in the Recruitment policy). On this date they will go live on the relevant intranet page with the contents of the pages being updated. The web pages will have information to make it clear that the revised or new policy has been launched.
- 4.2 As the key principles or processes for these policies haven't changed there isn't a critical issue regarding ensuring that there is a transition process for employees using the current version to the new version. However communications will go on the 6 boxes so that staff are aware that they have been updated, which will also increase awareness of them generally. We will however specifically promote the Volunteering Policy as we would like to encourage staff to support the Trafford community by volunteering.
- 4.3 In respect of the Guaranteed Interview scheme for priority groups, the implementation of these schemes will form part of the Resourcing review and no specific date has been agreed for the changes to be made. However when the schemes are live the Recruitment Policy will be amended accordingly.

## **5.0 RECOMMENDATIONS**

- 5.1 Employment Committee are recommended to support the new and revised policies and the implementation plan.

## **Appendix 1**

4 policies.

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# TRAFFORD COUNCIL

## ADOPTION POLICY

Author  
Date  
Version

Human Resources  
1<sup>st</sup> January 2019  
3.0

## Version Control

<b>Issue</b>	<b>Date</b>	<b>Author</b>	<b>Change History</b>
V1.0	September 2009	Karla Bailey	First version
V1.1	January 2011	Kate Sturman	Minor amendments
V1.2	August 2012	Kate Sturman	Minor amendments
V2.0	September 2015	Kate Sturman	Revised version
V2.1	September 2018	Kate Sturman	Minor amendments
V3.0	January 2019	Kate Sturman	Revised version

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## **TRAFFORD COUNCIL – ADOPTION POLICY**

### **1. Introduction**

- 1.1 Trafford Council's Adoption Policy forms part of our commitment to having a range of 'family friendly' policies which offer flexibility in the workplace. The Council is fully supportive of employees who are planning to become adoptive parents.

### **2. Scope**

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

This policy should be read in conjunction with the following Council documents:

- Special Leave - Maternity and Adoption Support
- Shared Parental Leave

### **3. Purpose**

- 3.1 The purpose of this policy is to make employees aware of their statutory rights and responsibilities when adopting and also the occupational adoption pay that is available if employees meet the eligibility criteria.

### **4. Abbreviations**

- |     |         |   |                                    |
|-----|---------|---|------------------------------------|
| 4.1 | OAL     | - | Ordinary Adoption Leave            |
|     | AAL     | - | Additional Adoption Leave          |
|     | SAP     | - | Statutory Adoption Pay             |
|     | OAP     | - | Occupational Adoption Pay          |
|     | APL     | - | Additional Paternity Leave         |
|     | ASPP    | - | Additional Statutory Paternity Pay |
|     | KIT Day | - | Keep in Touch Day                  |

### **5. Eligibility**

- 5.1 Employees may be eligible for adoption leave and pay if they adopt a child in the UK or from overseas via an adoption agency. This includes dual approved prospective adopters, which is also known as 'fostering for adoption'. This is an arrangement through the local authority, whereby a child is placed with an individual or couple, who have been approved to foster and adopt, with the expectation that they will adopt that child.
- 5.2 Intended parents in a surrogacy arrangement may be eligible for adoption leave and pay; however, this would only be where they adopt the child or if they apply for a Parental Order. Once a Parental Order is in place, the surrogate parents become the child's legal parents; however, to apply for a

Parental Order, certain conditions must be met, including that the application is from a couple and one of the partners is genetically related to the child. Where a couple adopt jointly, only one of them is eligible to take leave and receive pay and so they must agree which one will be the main adopter.

5.3 Adopters will not qualify for adoption leave or pay in the following circumstances:

- Private adoption.
- Becoming a special guardian or kinship carer.
- Having a child with the help of a surrogate mother, where the intended parents are not eligible for a Parental Order.
- Adopting a family member or stepchild.

5.4 For the purposes of this policy a child is defined as a person under the age of 18.

## **6. Pre-adoption arrangements**

6.1 All adopters are entitled to take up to a maximum of 3 days' paid leave to be taken as necessary (subject to agreement with their manager). The purpose of the leave is to attend meetings with the adoption agency or to deal with legal and technical formalities, which may involve court appearances.

6.2 Where both members of a couple who are adopting are employed by the Council then they will both be entitled to this paid time, i.e. not just the main adopter.

6.3 This can be requested through MiTrent using the 'Pre-Adoption Leave' code.

6.4 Where a couple are either adopting or applying for a Parental Order in a surrogacy arrangement, they are both entitled to take unpaid time off to attend two antenatal appointments with the surrogate mother.

## **7. Notification of intention to take Adoption Leave**

7.1 Employees should let their manager know that they intend to take adoption leave within 7 days of being matched with a child for adoption, unless this isn't reasonably practical. The employee must complete the 'Adoption application form' and submit it via the GMSS portal. They should send a copy of the form to their manager. If they don't have access to the intranet their manager can submit the form for them.

7.2 In the case of surrogate parents applying for a Parental Order, the employee must also complete a 'parental statutory declaration', which is a declaration that you have applied or intend to apply for a Parental Order with your partner within six months of the birth and you expect to be granted it by the court. This must be submitted via the GMSS portal.

7.3 The manager should have a conversation with the employee as to whether they wish the adoption/surrogacy plans to remain confidential until a later date and act accordingly.

## **8. Adoption Leave**

### **8.1 Types of Adoption Leave**

The main adopter is entitled to a period of 52 weeks adoption leave, which is made up of:

- Ordinary adoption leave of 26 weeks (OAL).
- Additional adoption leave of 26 weeks (AAL).

### **8.2 Starting Adoption Leave**

#### **8.2.1 Leave can start as follows:**

- For UK adoptions – up to 14 days before the child is expected to be placed with the employee for adoption. In the case of dual approved prospective adopters, the child will be placed for fostering initially.
- For overseas adoptions – when the child arrives in the UK or within 28 days of this date.

8.2.2 The employee must give notification as detailed in section 7. Within 28 days of the receipt of this the employee will be sent a letter confirming the date that they are expected to return to work (making the assumption that they will take their full entitlement to both ordinary and additional adoption leave).

8.2.3 Employees can change their adoption start date either bringing it forward or delaying it, by whichever is the earlier of:

- 28 days before the date they originally intended to start their leave, or
- 28 days before the new date they want to start their leave

8.2.4 The employee should notify their manager in writing of the new start date and also notify GMSS. It is acknowledged that arrangements may change and so if it isn't reasonably practical to do the above then the employee should notify their manager and GMSS as soon as possible.

## **9. Adoption Pay**

### **9.1 Statutory Adoption Pay (SAP)**

9.1.1 If an employee is eligible, they are entitled to receive a maximum of 39 weeks' statutory adoption pay (SAP) during ordinary and additional adoption leave.

9.1.2 For the first 6 weeks, this is paid at the earnings-related rate of 90% of average weekly earnings (calculated over the relevant period). For the remaining 33 weeks, this is paid at the standard rate (which is set by the

government each tax year), or 90% of average weekly earnings, if this is lower.

9.1.3 An employee will be entitled to statutory adoption pay if they have:

- Worked for the Council for a continuous period of at least 26 weeks at the 'qualifying week'. The qualifying week is normally the week in which the prospective adopter is notified they have been matched for adoption with a child. For Parental Order parents, it is the end of the 15<sup>th</sup> week before the expected week of the child's birth.
- Earned, on average, at least the lower earnings level in the 8 weeks leading up to the date they were notified of a match with a child.
- Notified the Council that they are entitled to statutory adoption pay and when this is to begin.
- Having provided proof of the adoption.

9.1.4 SAP is payable whether or not the employee intends to return to work for the Council after adoption leave. It is also payable if an employee leaves the Council for any reason after the start of the matching week – in this scenario it will be paid from the day after employment ended.

## 9.2 Occupational Adoption Pay (OAP)

9.2.1 If an employee has at least one year's continuous service (see the Continuous Employment Policy for details of what this constitutes) at the end of the week in which they have been notified of being matched with a child for adoption, or for Parental Order parents, at the end of the 15<sup>th</sup> week before the expected week of the child's birth, they are entitled to receive occupational adoption pay. This is provided that they make a commitment to return to work. This is normally paid as follows: the first 6 weeks' pay at the equivalent of 90% of their normal weekly earnings and then for the subsequent 12 weeks they will receive pay at the equivalent of half of their normal weekly earnings.

9.2.2 This is in addition to receiving SAP, if they are eligible, as long as the two combined do not exceed full pay. Please note that for the first six weeks of adoption leave, there will only be one payment of 90% of earnings, if eligible for OAP and SAP.

9.2.3 However the 12 weeks' half pay can be paid to the employee in 3 ways:

### **Option 1 – 12 week scheme**

- 90% of pay for 6 weeks followed by
- 50% of pay for 12 weeks followed by

### **Option 2 – 33 week scheme**

- 90% of pay for 6 weeks followed by
- 18.18% of pay for 33 weeks

### **Option 3 – deferred scheme**

Payment deferred until the employee returns to work after Adoption leave. This may be preferred by those who are unsure as to whether they will return to work (see below).

9.2.4 However consideration must be given as to whether SPL will be used and if this is the case once the adoption leave period has been curtailed then the employee will not be eligible to claim any outstanding OAP (unless they defer payment of OAP until after their return to work). The preferred option for payment of OAP should be detailed on the Adoption Leave application form.

9.2.5 To be able to keep OAP, the employee must return to work for 3 months after adoption leave. If the employee is also taking shared parental leave, they instead must return to work for 3 months after shared parental leave. If an employee is undecided about returning to work, they can choose to defer being paid the OAP until after their return.

### **9.3 Shared parental leave**

9.3.1 Shared parental leave will be available to the main adopter and their partner, however this is only an option if the main adopter curtails their adoption leave and pay (see Shared Parental Leave policy).

### **9.4 Effect of Childcare Benefit scheme on calculation of SAP/OAP**

9.4.1 The Council's Childcare Benefit scheme is a salary sacrifice scheme whereby an employee's gross salary is reduced by up to £55 per week, and in return the Council agrees to pay an element of childcare costs directly to an approved childcare provider. Further information on the Childcare Benefit scheme is available on the intranet and from our provider, Kiddivouchers on 0800 612 9015 or via their website: [www.kiddivouchers.com](http://www.kiddivouchers.com). The scheme number is S319983B.

9.4.2 If an employee is part of the scheme, and based on their personal circumstances, they are considering whether or not to continue in the scheme during adoption leave, they should be aware that the timing of opt-out from the scheme may affect the levels of SAP and OAP they are entitled to receive. This is because SAP is worked out based on the average of an employee's earnings during the 8 week period prior to the Saturday of the week in which the matching takes place, whereas OAP is based on an employee's salary immediately prior to the commencement of adoption leave.

9.4.3 Therefore if an employee's salary during the above reference periods is subject to a reduction due to the Childcare Benefit scheme, this will be reflected in either the SAP or OAP that is received (or both if it is not cancelled prior to the employee going on adoption leave). If an employee is not in the scheme 8 weeks prior to their matching date, they cannot then join the scheme until they return from adoption leave. Further information is available from GMSS.



## **10. Keeping in touch**

### **10.1 Communication during adoption leave**

10.1.1 The Council may make reasonable contact with employees from time to time during adoption leave. In the same way, the employee may make contact with their manager.

10.1.2 This contact may be to discuss such issues as whether the planned return to work date has changed, or is likely to do so, and flexible working arrangements that would make the return to work easier.

10.1.3 The Council must keep employees informed of promotion opportunities, job vacancies, significant workplace developments and training opportunities, together with any information relating to the job that the employee would normally be made aware of if they were in work.

10.1.4 This contact can be made in any way that best suits both parties; for example, it could be by telephone, by e-mail, by letter, a visit to the workplace, or in other ways.

10.1.5 What is classed as 'reasonable' contact will vary according to the circumstances and individual preferences. It may therefore be a good idea for the employee and their manager to discuss the arrangements for staying in touch, before the adoption leave starts. This might include agreements on the way in which contact will happen, how often it will take place, who will initiate the contact, reasons for making contact and the types of things that could be discussed.

### **10.2 Keeping in Touch (KIT) Days**

10.2.1 Employees may undertake up to 10 days' work ('keeping in touch' days) during their adoption leave, without bringing adoption leave to an end, without losing any SAP and without extending the period of adoption leave. Working for part of a day will count as one day i.e. if an employee works for 2 hours, they will receive payment for 2 hours work (please see below regarding the payment terms), but this will count as 1 full 'keeping in touch' day.

10.2.1 Working these days must be by agreement between the employee and their manager; there is no requirement for an employee to undertake work and nor is there any requirement for the Council to provide work.

10.2.2 If an employee wishes to undertake KIT days and their manager is in agreement, they will need to agree what activities will be undertaken on these days. Work undertaken during adoption leave may include training, attending meetings or any activity carried out for the purposes of keeping in touch with the workplace.

10.2.3 When an employee has a KIT day, they will continue to receive SAP for the week in which they work. In addition, they will be paid for any work undertaken under their contract of employment. Payment will be made at their normal contractual hourly rate of pay. SAP for the day will not be offset against any pay due, unless where work is undertaken during the period where OAP is received, where the total payment made including any work undertaken must not exceed the normal contractual hourly rate of pay.

10.2.4 The employee's manager should complete and submit the KIT day form via the GMSS portal so that payment can be made. They should also monitor the number of 'keeping in touch' days undertaken and ensure that the maximum 10-day limit is not exceeded.

## 11. Terms and conditions

11.1 All the terms and conditions of employment remain in force during OAL and AAL, except for the terms relating to pay. See the table below which details the arrangements.

<b>Annual Leave</b>	<p>Holiday entitlement will accrue as normal during adoption leave.</p> <p>The Council's annual leave year normally runs from 1st April to 31<sup>st</sup> March and so adoption leave may span two annual leave years. If this is the case and an employee is not able to take their remaining annual leave before 31st March, they will be able to carry forward any outstanding days.</p> <p>Where employees work a non-standard working pattern such as term time working, annual leave arrangements are likely to be different. In these scenarios advice should be sought from GMSS.</p>
<b>Bank &amp; Public Holidays</b>	<p>Employees are entitled to additional days in lieu of public and bank holidays that fall during adoption leave.</p>
<b>Critical Car User Allowance</b>	<p>During adoption leave, eligible employees will receive critical car user allowance in full, as normal.</p>
<b>Car Lease</b>	<p>Employees will be expected to continue to pay for their car during adoption leave, however due to the reduced earnings during this period, instead of salary sacrifice, other arrangements may need to be agreed. Employees should contact GMSS prior to taking Adoption Leave to discuss this.</p>
<b>Pay increases</b>	<p>Whilst normal salary is not payable during OAL and AAL, any pay increase effective from any time starting from the qualifying week (8 weeks' prior to the Saturday of the week in which the matching takes</p>

	place) until the end of adoption leave (OAP and AAP) will be paid retrospectively as a lump sum to make up any difference between SAP / OAP already paid and the amount payable as a result of the pay rise.
<b>Pension</b>	When you return to work you can elect to make Additional Pension Contributions (APCs) to 'buy-back' the lost pension.  You should contact the Pensions Officer for advice.

## **12. Adoption placement ending**

12.1 If, after starting a period of adoption leave, the adoption ends for one of the following reasons, the employee isn't entitled to the full adoption period and pay. The adoption leave and pay may continue for up to 8 weeks after the date of the event which disrupted the adoption.

- The employee is notified that the child will not be placed.
- The child is placed and the placement ends.
- In the case of dual approved prospective adopters, the placement doesn't proceed to formal adoption.
- The child dies.

## **13. Returning to work**

### **13.1 Expected return date**

13.1.1 The Council will assume that adopters intend to return to work immediately after the end of the ordinary and additional adoption leave periods. If this is the employee's intention, they do not have to give notice of their return and they just return to work on the agreed date.

### **13.2 Returning early**

13.2.1 If an employee decides to return before the end of their period of ordinary and additional adoption leave, they must give their manager 21 days' notice. Where less than 21 days' notice is given, the Council may postpone the return to ensure 21 days' notice, but not beyond the end of the adoption leave period.

### **13.3 Returning late**

13.3.1 If an employee wishes to return later than the end of the OAL and AAL periods then they should either:

- Request paid annual leave.
- Request parental leave (unpaid).
- Request a Career Break (unpaid).

13.3.2 The above will all be subject to appropriate approval.

13.3.3 If an employee is not able to return to work due to sickness or injury, the normal rules of the Attendance Management Policy will apply and the employee's manager should be notified.

#### 13.4 Not returning

13.4.1 If an employee decides at any stage that they are not going to return to work, they need to give written notice of this intention. The amount of notice to be given will depend on their contract of employment. The contract of employment will not end automatically if they do not return to work.

13.4.2 If an employee does not return to work after the end of their adoption leave and they have not given their manager a valid reason, their absence will be considered unauthorised.

13.4.3 If it is not possible for an employee to return to work because of e.g. industrial action or another interruption to the work, they may return when work resumes, or as soon as is reasonably practical after that date.

#### 13.5 Return if Parental Order not granted

If a parental order is not applied for within six months of the birth of the child, or is refused by the court, adoption leave and pay will come to an end, at either 6 months after the birth of the child or when the employee is notified that the parental order has been refused. The employee must notify GMSS in these instances and arrange with their manager to return to work.

#### 13.6 Rights on return

13.6.1 At the end of the OAL period employees are entitled, where possible, to return to the same job on terms and conditions no less favourable. However at the end of an AAL period the entitlement is to return to a similar job on terms and conditions no less favourable. We would hope in most cases that employees would be able to return to the same job.

13.6.2 If a reorganisation takes place while an employee is on adoption leave, they should be fully consulted and will be managed in accordance with the Organisational Change Framework.

#### 13.7 Change of working pattern

13.7.1 Employees are entitled to request a flexible working pattern on their return from adoption leave. Their manager is required to give such requests serious consideration. If the request is agreed, it will form a permanent change to the employee's terms and conditions to incorporate the new working pattern. The Flexible Working Requests Procedure should be followed.

14. **Review**

- 14.1 This policy will be periodically reviewed in order that that it remains appropriate to the Council's operation, is best practice and meets legal requirements.

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# TRAFFORD COUNCIL

## ANNUAL LEAVE POLICY

Author	Human Resources
Date	1 <sup>st</sup> January 2019
Version	1.0

## Version Control

<b>Issue</b>	<b>Date</b>	<b>Author</b>	<b>Change History</b>
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## 1. Purpose

- 1.1 The annual leave policy supports employee choice and helps staff achieve work-life balance. This policy details entitlement, how this is calculated, the application process and other information.

## 2. Definition

- 2.1 Annual leave is paid time off work that an employer gives staff on an annual basis. There is a difference between Annual Leave, Bank Holidays and other types of leave such as Special Leave and Maternity Leave etc. For further information on these please refer to the relevant policies.
- 2.2 Statutory entitlement to annual leave, i.e. the legal minimum, is 5.6 weeks (28 days for those working a 5 day week). An employer can include bank holidays as part of statutory leave.

## 3. Scope

- 3.1 This policy applies to all employees of Trafford Council, with the exception of employees within the Local Authority's schools, where separate arrangements are in place.
- 3.2 This procedure does not apply to casual staff, contractors, external consultants and agency staff where separate arrangements are in place.

## 4. Entitlement

- 4.1 The standard leave year in the Council is 1<sup>st</sup> April to 31<sup>st</sup> March but this may be different in some service areas.
- 4.2 All employees are entitled to annual leave and bank holidays (or compensatory hours if they have to work on a bank holiday). The amount of annual leave they are entitled to is based on their level of seniority, length of continuous service, their hours of work and the number of weeks they work each year. Where leave is quoted in days below, this is based on an employee who works full time hours over the standard 5 day working week.
- 4.3 In line with national terms and conditions, leave for Council employees includes 2 extra statutory days. The dates for these days may be fixed in advance by the Council at its discretion.
- 4.4 Annual Leave entitlement for **Chief Officers** is 30 days (which includes 2 extra statutory days) on commencement of employment and remains at this level regardless of length of service.
- 4.5 Annual leave entitlement for **all staff below Chief Officer** level is as follows:
- 25 days (which includes 2 extra statutory days), on commencement of employment.

- 30 days (which includes 2 extra statutory days), after 5 years' continuous service\*

\* The system will automatically calculate leave based on continuous service, for example if a member of staff is coming from another local authority, and increase entitlement when they reach 5 years' service.

4.5 In addition, leave is given for bank holidays and leave is normally quoted inclusive of bank holidays (however this may depend on service area).

4.6 The Bank or Public Holidays are as follows:

- New Year's Day
- Good Friday
- Easter Monday
- May Day
- Spring Bank Holiday
- Late Summer Bank Holiday
- Christmas Day
- Boxing Day

4.7 Staff on term-time only contracts take their annual leave within the school holidays and don't normally have any leave to take during term-time, unless this is agreed as part of their contract. For staff on any other non-standard working patterns, leave will be pro-rata to weekly hours worked and number of weeks worked each year.

## 5. Calculating leave

5.1 Leave entitlement for the full leave year is 25 or 30 days, plus 8 bank holidays (6.6 or 7.6 weeks in total). As the number of bank holidays is variable, this allowance of hours is automatically recalculated each leave year. The figure shown in MiTrent will show leave entitlement in hours, including bank holidays. Managers must ensure that working patterns are set up correctly in ITrent so that leave is calculated correctly.

Annual Leave (including bank holidays) can be calculated as follows:

*Number of weeks of leave x weekly contracted hours = total entitlement in hours*

The number of weeks of leave is worked out by taking total number of days of leave divided by 5 (as there are 5 days in a standard working week). The weekly contracted hours for a full-time employee are 36.25 hours.

For example:

For a full-time employee with standard annual leave entitlement of 25 days, the calculation would be:	6.6 wks x 36.25 hrs = 239.25 hrs
For a full-time employee with continuous service additional annual leave entitlement of 30 days, the calculation would be:	7.6 wks x 36.25 hrs = 275.5 hrs
For a part-time employee working 18.125 hours a week with standard annual leave entitlement of 25 days, the calculation would be:	6.6 wks x 18.125 hrs = 119.63 hrs
For a part-time employee working 18.125 hours a week with continuous service additional annual leave entitlement of 30 days, the calculation would be:	7.6 wks x 18.125 hrs = 137.75 hrs

5.2 Staff on maternity, adoption and shared parental leave, accrue annual leave and public holidays that fall during the period that they aren't in work. Often this can be taken immediately before and/or after the period of leave.

5.3 When a change of contractual hours occurs, an automatic adjustment will be applied and the annual leave entitlement amended accordingly.

## 6. Leave application procedure

6.1 Although managers will try to agree annual leave where at all possible, in order for them to be able to maintain an appropriate level of service in their department, it will sometimes be necessary to refuse annual leave requests. This may occur in the following situations amongst others: if there are too many requests for the same dates; at particularly busy times of the year; where leave has been requested at short notice.

6.2 Requests should be made in good time and with reasonable notice (what constitutes reasonable notice can be agreed locally by management to support delivery of service requirements).

6.3 It is suggested that staff contact their manager in the first instance regarding the dates on which they would like to take leave to obtain agreement.

6.4 For staff using the Mitrent HR system, requests should be submitted through Employee Self Service. The request will generate an e-mail to the manager who can approve or refuse the request. The employee will be notified via email when the request has been submitted, and again with the outcome.

6.5 For staff who do not have access to the Mitrent HR system, their manager will outline the process for requesting annual leave. This is often through a request form submitted to the manager for approval, and which can then be inputted and calculated on the system.

- 6.6 For staff who are not required to work on bank holidays, the system will automatically book these out and leave entitlement is adjusted to take the appropriate number of hours out.
- 6.7 For staff on non-standard working patterns, dependant on their pattern and how the bank holidays fall each year, they may either have more flexibility around how they use their hours of bank holiday leave or they may need to use some normal leave to cover bank holidays. For example employees who don't work on Mondays will have extra bank holiday leave to use at another time (as the majority of bank holidays are on Mondays).

## **7. Unused annual leave**

- 7.1 Staff have a responsibility to ensure that they take their full leave entitlement each year.
- 7.2 Where staff are on a period of extended leave from the Council, for example maternity or adoption leave, they should agree with their manager how to take their annual leave. Options to take it in the corresponding leave years are to add it to the beginning or end of the period of maternity or adoption leave or to take a day or 2 of leave each week upon return to work.
- 7.3 There is no automatic right to carry over leave which has not been taken in the leave year. If leave is not being taken through the first few months of the year, the employee should raise this with their manager as soon as possible, so that plans for taking the leave can be agreed.
- 7.4 Managers can authorise the carry forward of up to one working week (36.25 hours). Requests to carry forward more than this require authorisation by the Corporate Director of People. Requests to carry forward leave must be submitted via the relevant form on the GMSS webpage. The request will require appropriate sign-off as detailed above.
- 7.5 There is an expectation that leave carried forwards will be used within the first 2 months of the next leave year.
- 7.6 Any remaining hours of annual leave cannot be exchanged for pay. Holiday entitlement must be taken as leave.

## **8. Annual Leave and sickness absence**

- 8.1 Please see the Attendance Management policy for guidance as to what happens in situations such as when an employee is unwell whilst on annual leave or is off work due to sickness and wants to take annual leave.

## **9. New members of staff**

- 9.1 New members of staff who have continuous service through one of our continuous service schemes (see the Continuous Employment policy) will

have their leave calculated automatically by the system based on their continuous service date.

- 9.2 Most employees start or finish part-way through the leave year. The leave entitlement will be reduced to take account of this, based on a pro-rata amount to the period of the year that the individual is employed.

## **10. Staff leaving the Council**

- 10.1 When staff know that they are leaving the Council, particularly when they have advance knowledge of this, such as in the case of Retirement, they should plan their leave so that they don't overtake leave or have too much untaken at the date that they leave.
- 10.2 When staff leave the Council their annual leave and bank holidays for the year should be calculated based on the number of days of the year that they have been employed. Once leave booked in the year so far is taken off they will have either have some remaining leave to take or they may have taken too much leave. If they have leave to use, they should agree with their manager when they will take it before they finish. If they have taken too much leave, then the appropriate deduction will be made from their final salary payment.

## **11. Leave Purchase Scheme**

- 11.1 Staff can purchase additional leave through the Leave Purchase Scheme, which is subject to management authorisation. Staff can request between 1 and 10 days (a day will be pro-rata to part-time workers and other flexible working patterns). Salary deductions for the additional leave will be spread evenly across the leave year (i.e. April to March). Leave must be taken within the leave year, i.e. unused leave cannot be carried forward to the next leave year. Please see the scheme intranet page for more information.

## **12. Review**

- 12.1 This policy will be periodically reviewed in order that it remains appropriate to the Council's operation, is best practice and meets legal requirements.



# TRAFFORD COUNCIL

## EMPLOYEE VOLUNTEERING POLICY

Author  
Date  
Version

Human Resources  
1<sup>st</sup> January 2019  
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# **TRAFFORD COUNCIL – EMPLOYEE VOLUNTEERING POLICY**

## **1. Introduction**

- 1.1 Volunteering is a great way to develop new skills and support something that's worthwhile. Employees can get involved in activities that benefit individuals, clubs, charities, faith groups and the environment.
- 1.2 This scheme lets employees take up to two days (pro-rata for part-time employees) paid time off work to volunteer. Employees must match the paid time taken with at least an equal contribution in their own time. Therefore the maximum time for volunteering using this scheme could be as much as 4 days (29 hours) over a year. Employees may volunteer additional hours in their own time if they wish to do so, however for each year, the maximum amount of paid release is 2 days.

## **2. Purpose**

- 2.1 This policy details what employee volunteering is and how the Council will support employees to volunteer.
- 2.2 It details the amount of paid leave employees can take and how they request this leave.

## **3. Scope**

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

## **4. Benefits of volunteering**

- 4.1 Benefits for the employee are:

- A chance to do something different and gain new skills.
- It can be fun, social and enhance health and wellbeing.
- Gives a broader outlook and appreciation of diverse communities.
- Share experiences and existing skills with others.
- Can lead to a sense of satisfaction and personal achievement by contributing to the community of Trafford.
- The opportunity to develop transferable skills that can be used at work.
- Releases individual potential.
- Can help adjustment from work to retirement.

- 4.2 Benefits for the Council are:

- Improves partnership working between sectors, building increased knowledge and understanding.
- Increases Trafford's reputation as an exemplary employer.

- Increases levels of employee engagement and job satisfaction, morale and commitment.
- Promotes work-life balance and health and wellbeing priorities. Volunteering can be good for mental health.
- Increased level of skills from volunteering experience.
- Helps team building through group volunteering.

#### 4.3 Benefits for the Community are:

- Gives practical, hands on assistance to voluntary organisations to assist them in service delivery and improve communities.
- Gaining from the skills and experiences of Trafford employees.
- Breaks down barriers between sectors.
- Improves relationships and understanding between council staff and residents.
- Builds a more robust and resilient society.

## 5. **Volunteering opportunities**

5.1 There are different ways to approach volunteering to suit individual interests and circumstances. Some may be ongoing commitments and some might discrete pieces of work or projects. These are just some possible volunteering activities:

- Mentoring looked after children and vulnerable people.
- Supporting vulnerable adults and disabled people.
- Reading and listening activities at school.
- Outdoor activities e.g. environmental clean ups, recycling initiatives.
- Club leader, treasurer or secretary, e.g. at youth clubs, Scouts, Guides or similar groups.
- Organising sports activities or events.
- Trustee for a charity.
- Decorating a community centre or doing gardening as a team.
- Assisting with a work club for unemployed adults.
- Building databases for community groups.

## 6. **Team volunteering**

6.1 The scheme supports teams in taking part in a volunteering activity together. These team challenges are designed to meet community needs as well as giving teams the opportunity to spend time together outside of the usual working environment to assist with team development and networking. The specific work skills of a team could be used.

6.2 Examples of team volunteering could be teams working on challenges such as clearing local outdoor areas, painting and decorating a community centre or running a practical workshop session together (for example an interview and job skill search workshop).

6.3 Teams should bear in mind that time spent on activities should also be matched with the employee's own time. For example an activity could be completed over a full day on a non-working day and each team member could take a day off in lieu at different times so it that the service isn't disrupted.

## **7. Agreeing volunteering activity**

7.1 Before staff request leave for volunteering under the policy, they must discuss with their manager the type of volunteering they wish to do. The Trafford Thrive website lists lots of volunteering opportunities. However staff can find their own opportunity provided that it meets the criteria in section 8. Once a suitable volunteering opportunity has been found, then the employee must speak to their manager. Opportunities can be explored here:

- [Thrive](#)
- [Trafford Directory](#).

7.2 The information provided to the manager will enable them to discuss and explore any implications or risks. Consideration should also be given as to whether there are any potential conflicts of interest and whether this means that an opportunity isn't suitable. The manager will need to understand enough about the proposed volunteering activity to be able to approve it in line with the criteria in section 8.

7.3 Where at all possible, managers are expected to support volunteering activities, demonstrating flexibility for cover arrangements e.g. swapping shifts, covering each other's work, working flexibly and/or remotely, use of flexi-time, time off in lieu and unpaid leave. The manager and employee should agree what is reasonable.

## **8. Volunteering allowance**

### **8.1 Time allowance and eligibility criteria**

8.1.1 Employees are allowed up to two days (14.5 hours) per year paid time off to volunteer (pro-rata for part-time employees) provided that:

- The activity is within Trafford.
- The volunteering must be for a charity, not-for-profit organisation, or community group.
- It does not involve a visible financial cost to "back-fill" staff cover, e.g. employees based in schools.
- Time taken to volunteer will not disrupt or adversely affect individual or team activity.
- There are no conflicts of interest, e.g. political campaigning.
- The activity will not bring the Council into disrepute
- The activities are not used to replace council jobs or to carry out council work.
- Their manager has agreed the volunteering.

- Their manager has agreed release for each period of paid leave, ideally at least 4 weeks before. As with annual leave, the needs of the service must be taken into account.
- They at least match the time the Council is giving with volunteering in their own time.

8.1.2 This Scheme covers employees who already volunteer and those just starting out, provided the criteria above are met. Volunteering time can be used flexibly, one day at a time, two together or broken down into half days to fit the needs of the activity and the voluntary organisation or group. The employee and manager will need to have discussions to make sure that this fits both the individual and the team's needs.

## 8.2 Monitoring employee volunteering

8.2.1 So that a central record can be maintained of all employee volunteering, once a volunteering activity has been agreed by the employee's line manager they should complete the application form (add in web address on the intranet page). A copy of the completed form will be sent to their line manager for information. When a team is volunteering one web form should be completed by each individual.

## 8.3 Recording volunteering time

8.3.1 When the date/s for the paid leave have been agreed with the employee's line manager they should request it via the Mi-Trent system using 'Other Absence' – click 'add other' then under 'absence type' select 'volunteering leave'. Detail the date and whether full or half day and if a half day whether it is a morning or afternoon.

## 9. Other considerations

### 9.1 Liability

9.1.1 It is the manager's responsibility to be satisfied that there are no conflicts of interest and that any risks have been considered and mitigated or accepted. The employee should discuss any relevant risk assessments with the organisation with which they are volunteering. The council will not be liable for damages or injuries that occur while an employee is volunteering for other organisations.

### 9.2 Disclosure and Barring Service Checks

9.2.1 Certain activities that involve working with young people or other vulnerable groups may require the employee to have a check by the Disclosure and Barring Service. The organisation for which they are volunteering with will indicate if this is necessary. The Council will not fund any check required.

### 9.3 Expenses

9.3.1 Employees should discuss any out of pocket expenses with the organisation with which they are volunteering. The Council will not be liable for any expenses incurred by staff through volunteering.

#### 9.4 Training requirements (including H&S)

9.4.1 The organisation for which the employee volunteers, is responsible for providing any induction or other training to allow the individual to undertake the volunteering role and remain safe. If the individual is involved in volunteering using their own car, they will need to check that their own motor insurance policy is suitable. Employees should also use a common sense approach to engaging in volunteering activity if a task seems unsafe.

#### 9.5 Clothing and equipment

9.5.1 If the volunteering activity requires specialist clothing or equipment, this will need to be provided by the organisation or by the volunteer. The organisation will provide details of what is required.

### 10. Volunteering examples

#### 10.1 Example 1

Melissa would like to volunteer in a primary school listening to children read. She works Monday to Thursday (29 hours per week). A placement has been arranged with a school and they would like her to come in every Thursday and Friday afternoon for 2 hours from 1 to 3pm. Melissa has agreed release from work with her line manager for the 2 hours on a Thursday and then she volunteers in her own time on Fridays for 2 hours. She does this for 7 weeks. This means that she is released from work for 14 hours with pay and she contributes 14 hours in her own time.

#### 10.2 Example 2

Dave is interested in the opportunity to work on the local community allotment clearing outdoor spaces and growing vegetables. He has discussed it with his line manager and it has been agreed that he will do this on two work days and two non-working days.

#### 10.3 Example 3

Steve would like to offer his DIY skills and his line manager is supportive of the idea. He has found an opportunity to work on a project redecorating a scout hut in Sale at the weekend. Steve works on two consecutive Saturdays and Sundays (which are non-working days for him) to get the job done and with the agreement of his manager takes the following Mondays off as time in lieu.

### 11. Review

- 11.1 This policy will be periodically reviewed in order that that it remains appropriate to the Council's operation, is best practice and meets legal requirements.

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# TRAFFORD COUNCIL

## FERTILITY INVESTIGATION AND TREATMENT POLICY

Author  
Date  
Version

Human Resources  
1<sup>st</sup> January 2019  
2.0

## Version Control

<b>Issue</b>	<b>Date</b>	<b>Author</b>	<b>Change History</b>
V1.0	September 2009	Sarah Stephenson	First version
V1.1	February 2015	Kate Sturman	Minor amendments
V1.2	March 2016	Kate Sturman	Minor amendments
V1.3	October 2017	Kate Sturman	Minor amendments
V2.0	January 2019	Kate Sturman	Revised version

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5.	Additional leave	5
6.	Partners	5
7.	Additional support	5
8.	Review	5

# **TRAFFORD COUNCIL – FERTILITY INVESTIGATION AND TREATMENT POLICY**

## **1. Introduction**

- 1.1 Trafford Council recognises that there are times when employees require additional support in managing specific issues in relation to their health and well-being. This policy outlines the support available to employees undergoing fertility investigation and treatment.
- 1.2 The Council also recognises the emotional pressures of infertility and going through investigations and treatment, which may cause distress and anxiety. We want to ensure that support is available for employees.
- 1.3 There are 3 main types of fertility treatment: medicines; surgical procedures and; assisted conception. Medical treatments are mostly to encourage ovulation. Surgical procedures are normally to resolve issues with the fallopian tubes or womb, such as scarring or blockages. There are 2 main methods of assisted conception:
- Intrauterine insemination (IUI) – also known as artificial insemination, involves inserting sperm into the womb via a fine plastic tube passed through the cervix.
  - In vitro fertilisation (IVF) – this involves the removal of eggs from the woman's ovaries and fertilising with sperm in a laboratory and then returning the embryo to the woman's womb.

## **2. Scope**

- 2.1 This policy provides guidance for all staff employed by Trafford Council (male and female) who are undergoing assisted fertility treatment or investigations relating to fertility, with the exception of Teaching and Support Staff who are employed through the Governing Body of a School.

## **3. Special leave**

- 3.1 An employee undergoing investigatory treatment may take up to 1 days' paid special leave within a 12-month period to attend hospital for tests.
- 3.2 Employees who go on to receive any type of treatment may take up to 4 days' paid special leave within a 12-month period, for the treatment and immediate recovery time.
- 3.3 Leave may be taken in one block, individual days or half days and should be recorded as Fertility Leave. Any time taken is pro-rata to the contracted weekly working hours.
- 3.4 Employees should provide documentation to their manager from the doctor treating them, or an appointment letter. To make the request for special leave,

if they are on MiTrent they can select 'other absence' and 'fertility leave' and then an e-mail will go to their manager requesting authorisation. For employees not on MiTrent, their manager should submit the 'Special Leave' form via the Greater Manchester Shared Service (GMSS Portal).

- 3.5 Each application will be considered on its merits; permission to attend appointments will normally be granted; however, employees are required to arrange appointments to fit with operational need wherever possible, giving as much notice as they can.

#### **4. Sickness absence**

- 4.1 Where employees experience a negative reaction after receiving treatment and are unable to return to work, the absence should be recorded as sickness and managed in accordance with the Attendance Management policy.

#### **5. Additional leave**

- 5.1 The Council recognises that employees undergoing treatment may wish to take further leave and normally annual leave, flexi-time, TOIL or unpaid leave should be taken. In these circumstances, the employee's line manager will make every effort to meet reasonable requests for leave in accordance with operational requirements.

#### **6. Partners**

- 6.1 Where employees wish to accompany their partner to an appointment, this time should be taken as annual leave or flexi-time.

#### **7. Additional Support**

- 7.1 A free, confidential and external counselling service is available to all employees via Workplace Wellness. They can be contacted on 0800 11116 387 or online via my-eap.com using the username TRAFwell.

#### **8. Review**

- 8.1 This policy will be periodically reviewed in order that that it remains appropriate to the Council's operation, is best practice and meets legal requirements.

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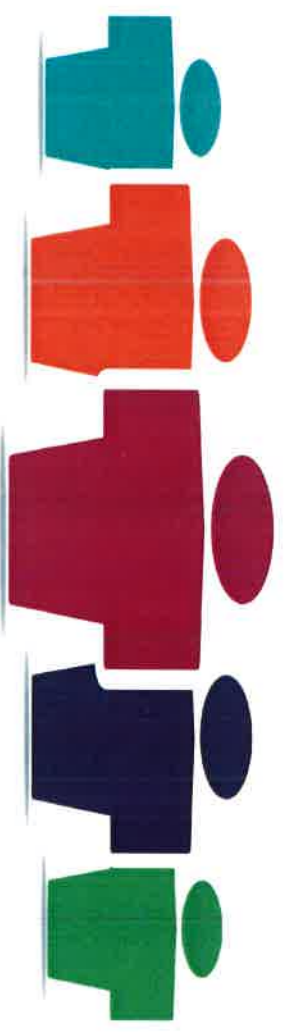
# Workforce Update

## October 2018



Five Ways  
to Wellbeing



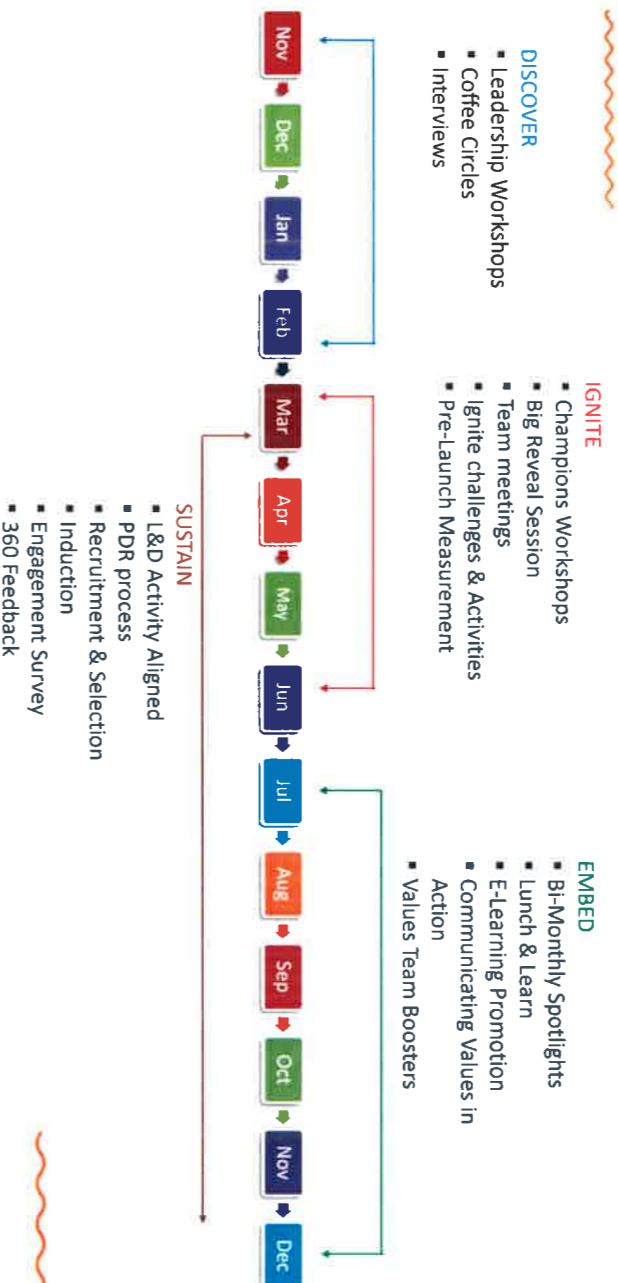


# OCTOBER WORKFORCE FOCUS

## Culture Change Programme

The Organisational (OD) team are working with CLT to develop and deliver a 12 month culture change programme starting with leadership discovery sessions and development of values and behaviours. A change management strategy has been developed that runs through four phases of Discovery, Ignite, Embed and Sustain as outlined below:

### Timeline 2018/19



The OD team are also working across the Trafford system to support workers and leaders from all public sector partners with a pioneering place based workforce development framework. This was presented to colleagues across Greater Manchester in a workshop at the public sector reform conference on 29th November. The framework consists of 2 development programmes - one for staff and one for leaders and is aimed at supporting people with the skills needed to work from place.

The Learning & Development team are working with directors of adults and children's to hone a workforce development programme bespoke to staff in those areas, this, once signed off, will act as a blueprint for all delivery in each area. It will support staff to be confident and skilled in their areas of work.

We are also working with the CCG to develop an Organisational Development and Development strategy for the Commissioning Directorate. Working with new directors and staff to articulate and agree a strategic narrative which will support the strategy and organisational design required to deliver the required outcomes.

### New Pay Structure 1<sup>st</sup> April 2019

In April 2019, following the implementation of the NJC's pay award, the Council's lowest hourly rate and entry level hourly rate will be £9.19 per hour which means our rate will be above the Real Living Wage and National Minimum Wage rates as they currently stand. This is a really positive step for those entering on the pay ladder and will better support our recruitment offer as well as enabling a better standard of living for our staff.

Due to the national changes to scale points we have amended the pay structure with impact to Bands 1 to 5 of the Council's NJC pay structure. This will ensure equality compliance, with minimum disruption to current pay arrangements and budgets. Both Unison and GMB have provided written agreement to the proposed new structure and Employment Committee will approve the revised pay structure.

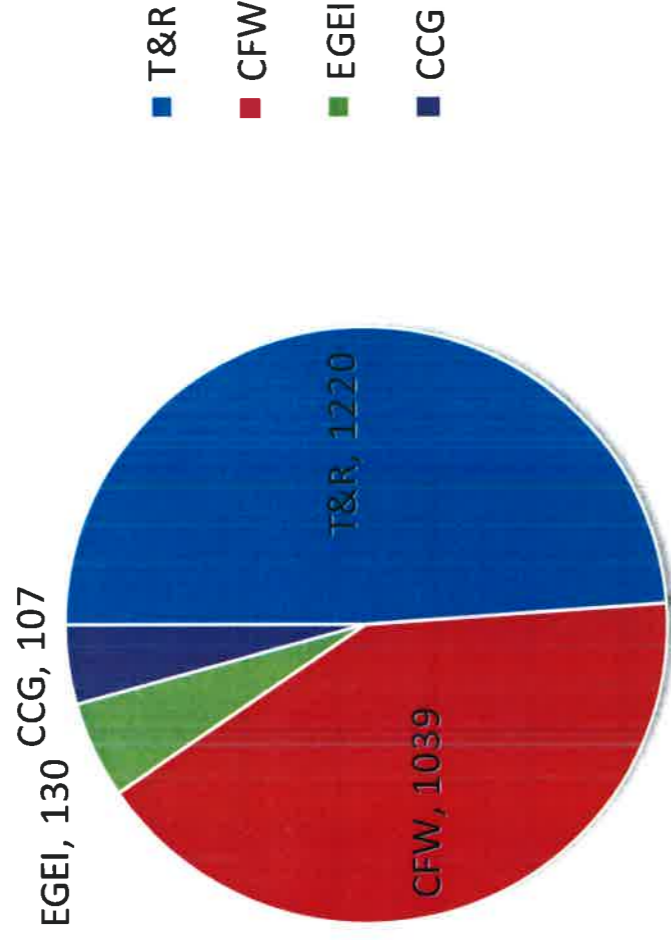
### Revised HR Policies

The following policies have been revised: Adoption; Volunteering, and; Fertility Investigation and Treatment and a new Annual Leave policy is being implemented.

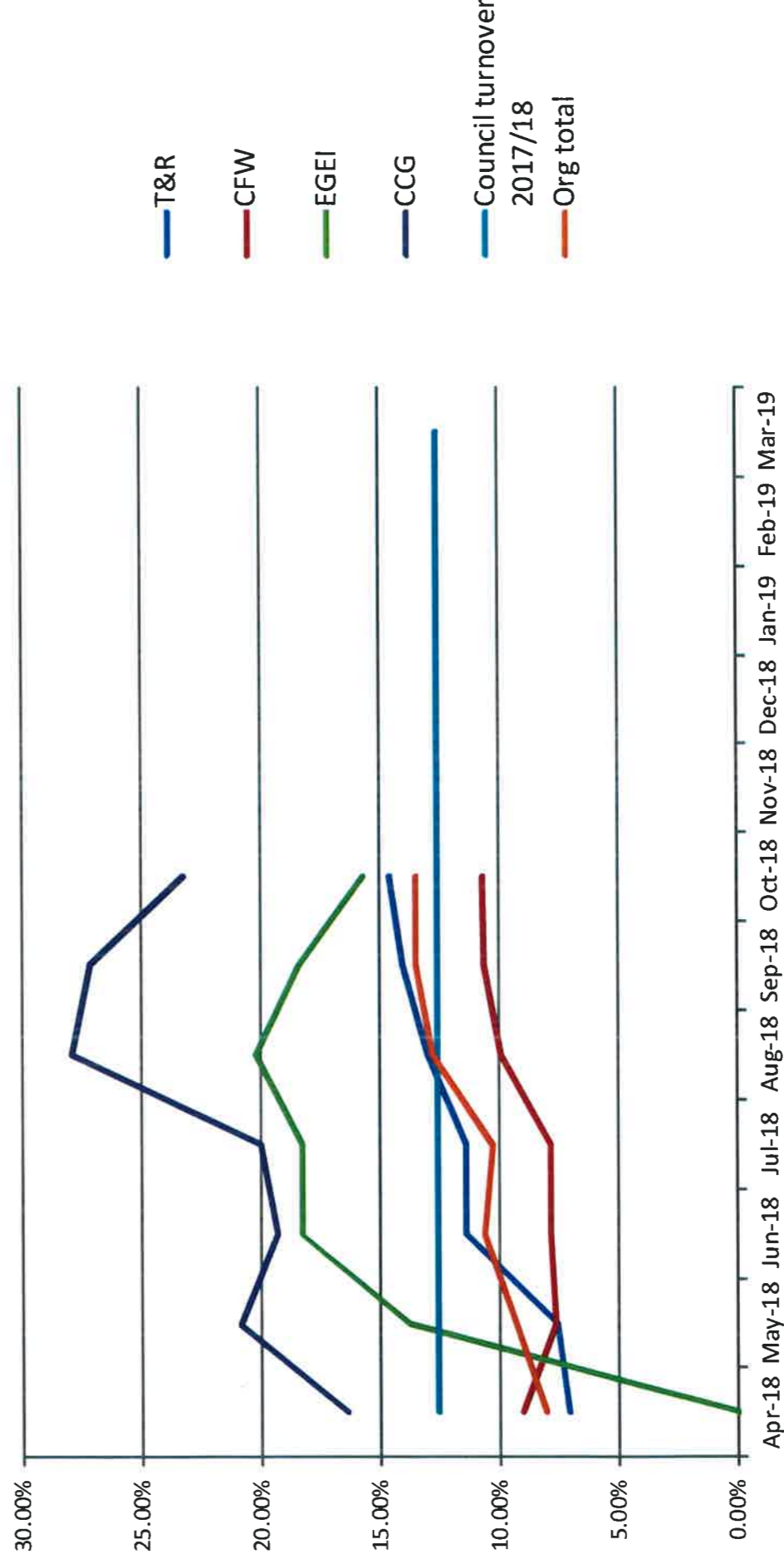




## Headcount (in month)

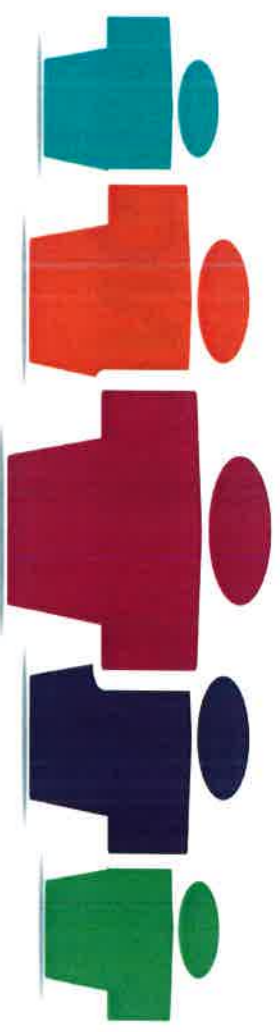


## Turnover (year end projection)

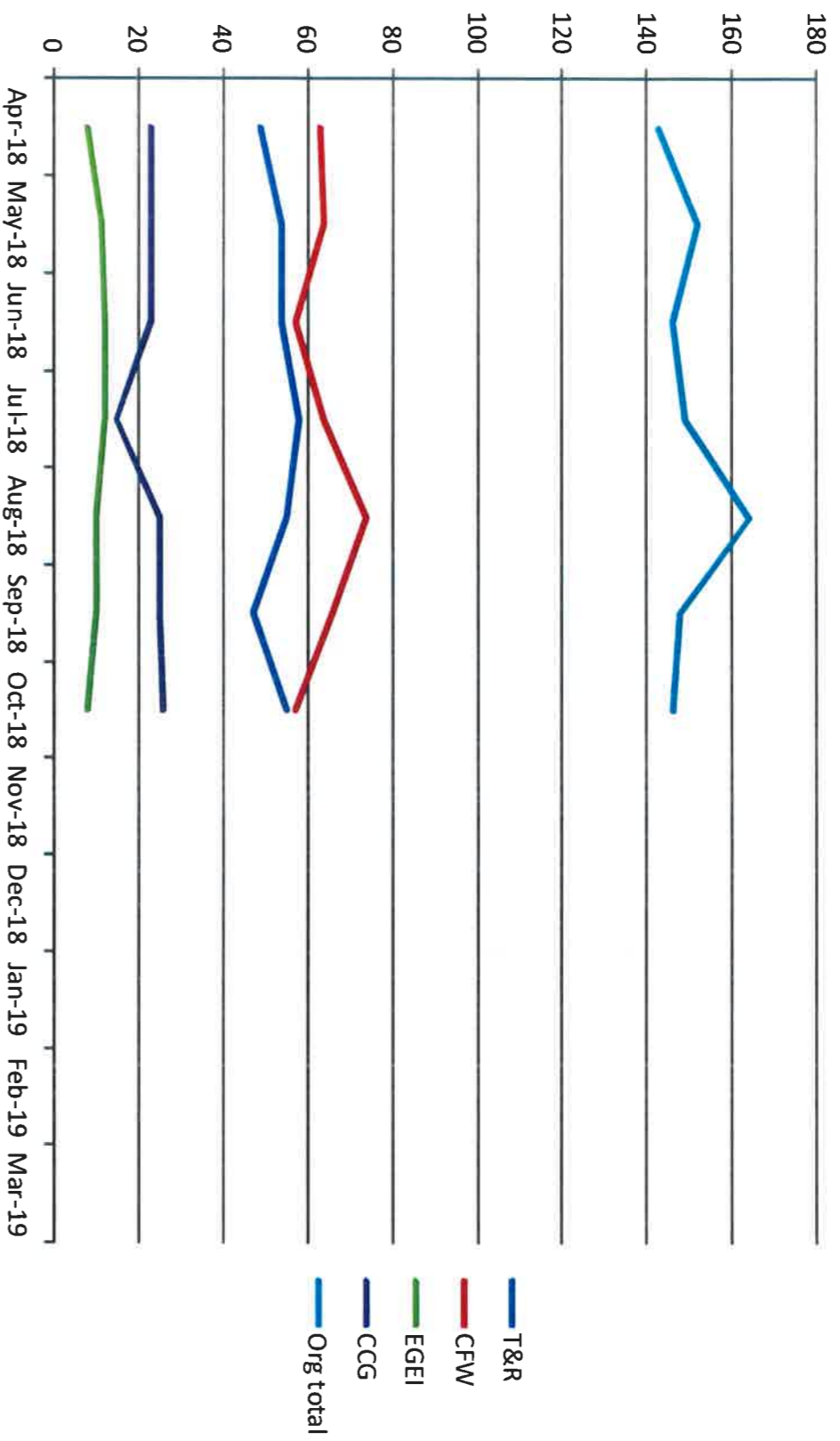


Headcount across the combined organisation has stayed almost the same as compared with September with an increase in T&R and a decrease in CFW. At 13.47%, projected turnover for 2018/19 has remained the same as in September however has gradually increased across the year. The current projected level for year end is higher than the level for 2017/18. However the 2017/18 figure is only for the Council, i.e. doesn't include the CCG so this may explain the higher level. The projected levels within T&R and CFW have increased slightly and within EGEI they have decreased slightly. October saw 24 staff leaving the combined organisation.

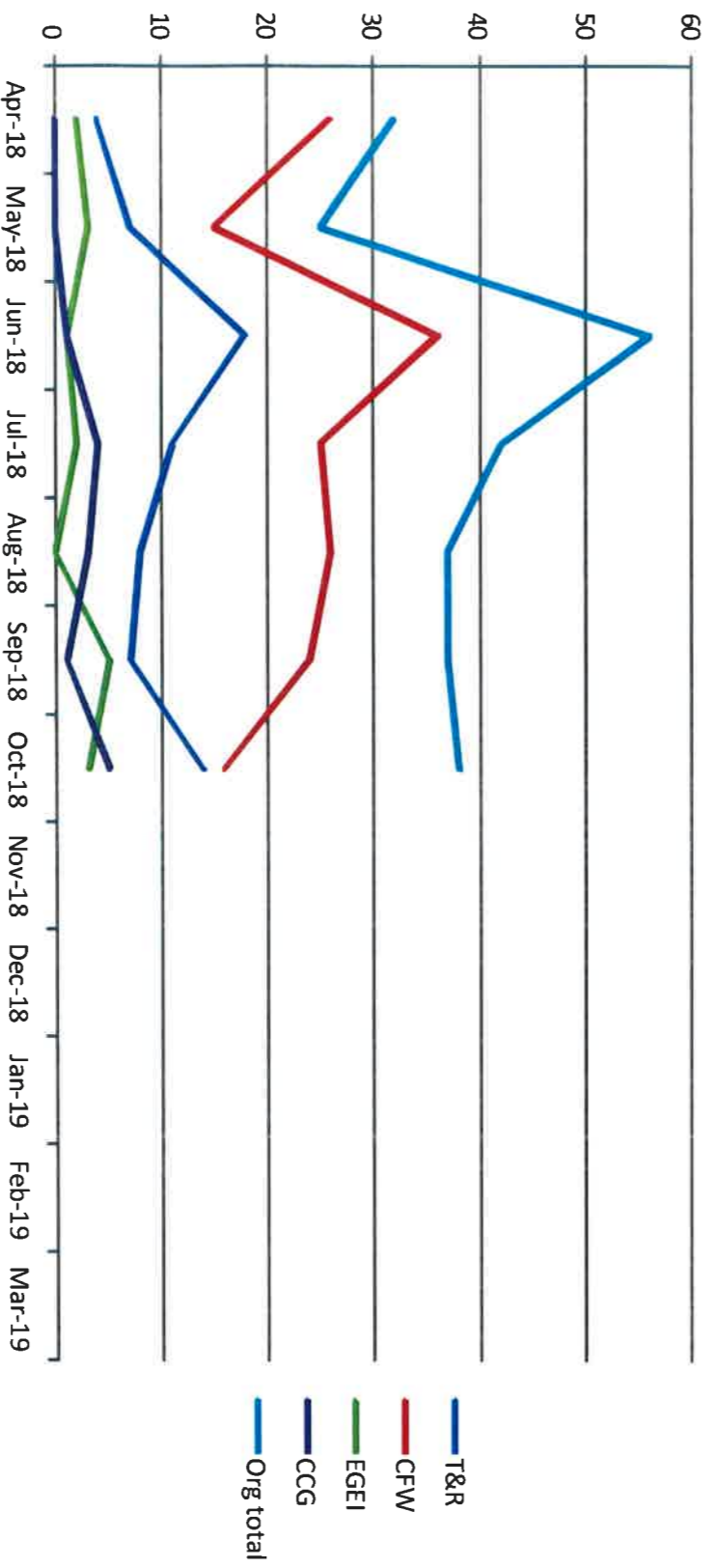
# RESOURCING



### Vacancies (number of posts)



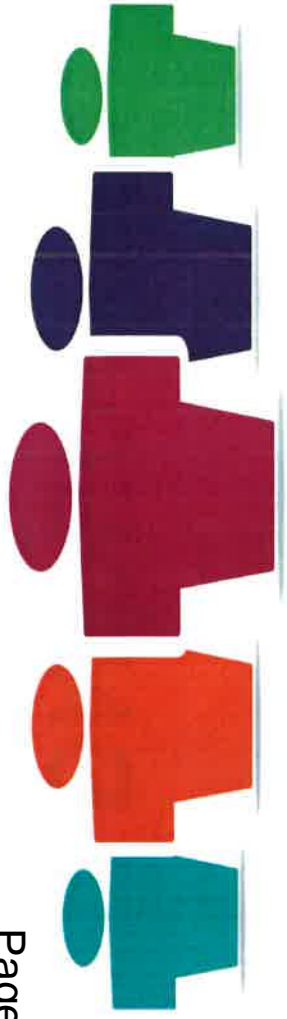
### Vacancies Approved



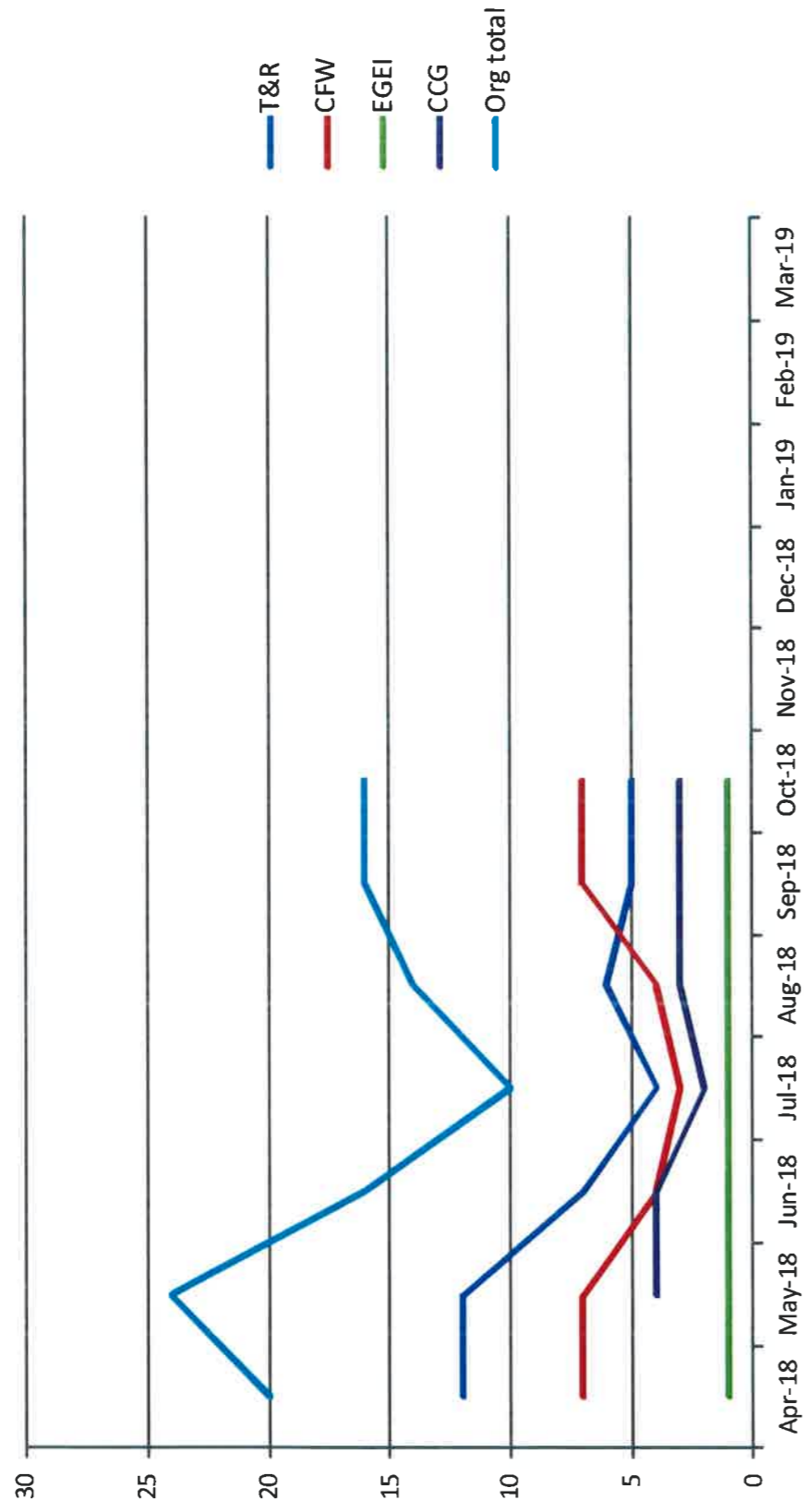
In October there were 146 vacant posts across the organisations, which is a similar level to September and a reduction after the spike in August when turnover was particularly high. There are similar levels in CFW and T&R and the CCG remains relatively high considering the small size of the workforce.

The number of vacancies approved have remained largely the same with a similar number in T&R and CFW. In T&R they are mostly due to resignation or backfill for staff who have gone on secondment. The area with the highest number is Exchequer Services. Within CFW 10 vacancies approved are Social Worker roles.

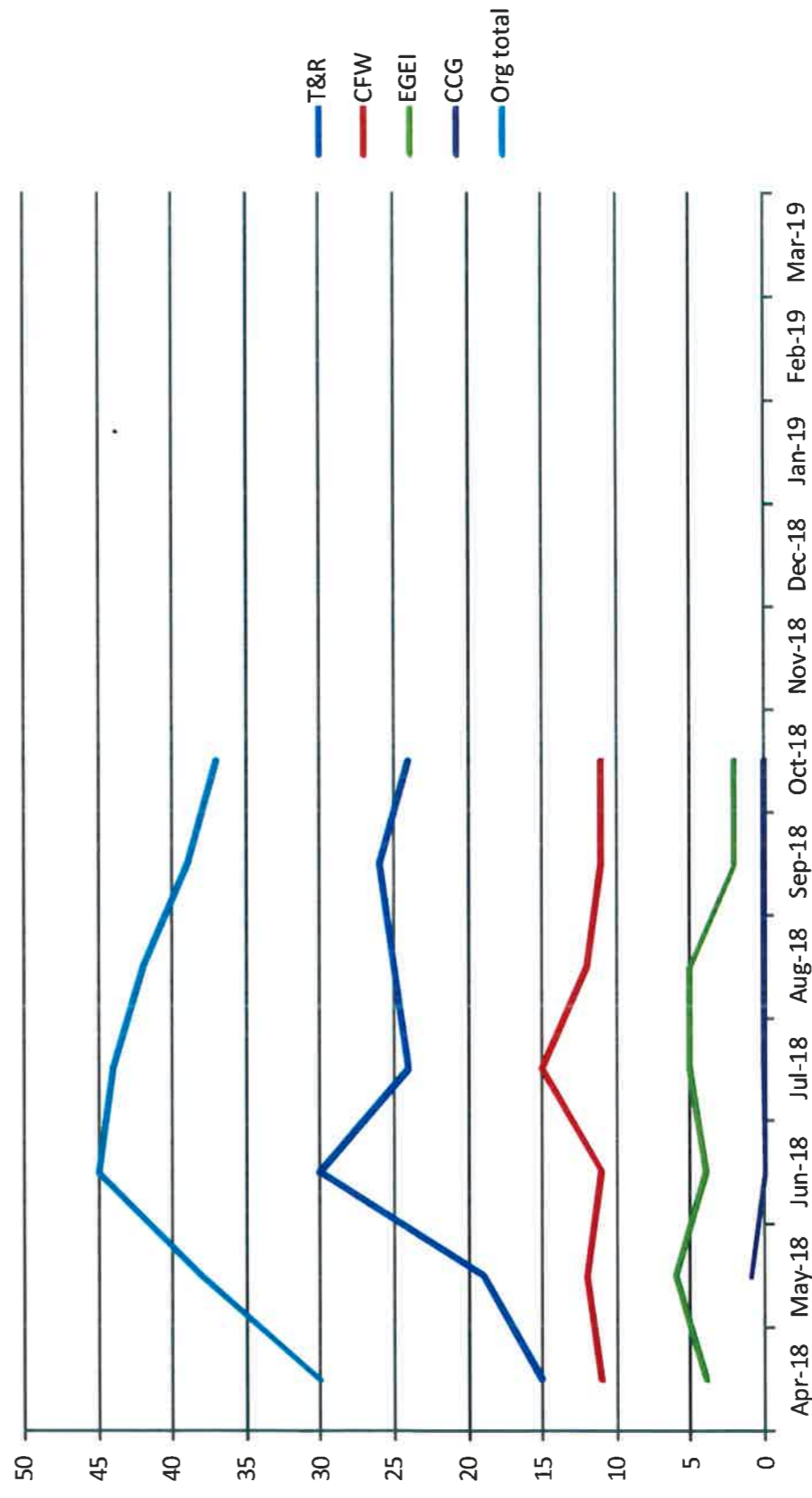
# RESOURCING



## Acting Up



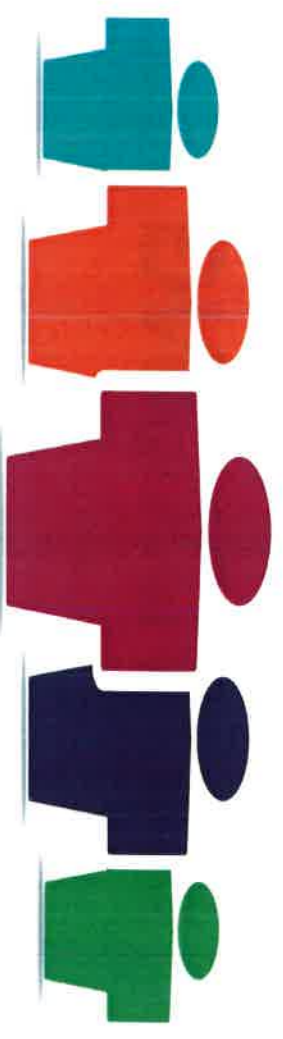
## Honoraria



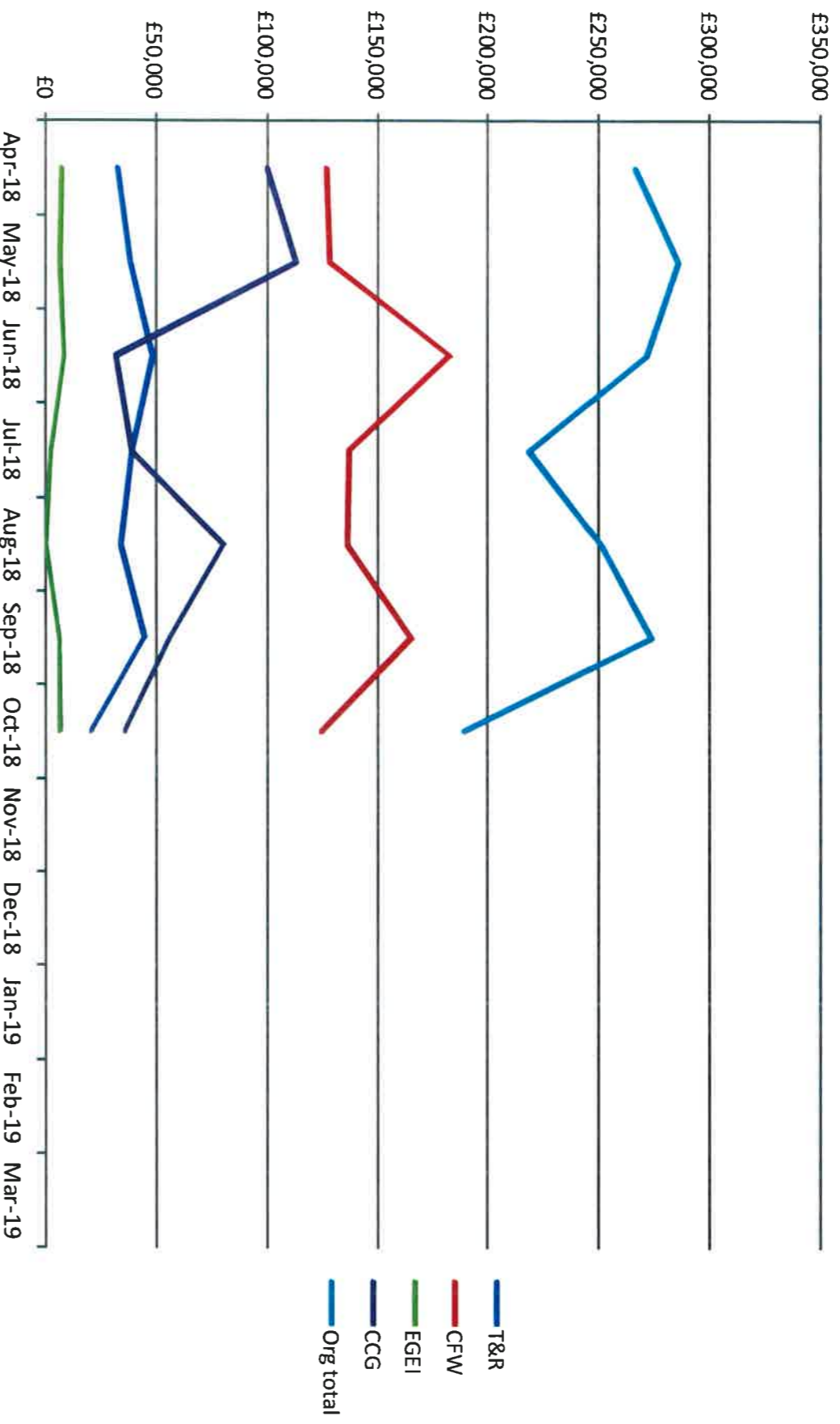
Acting up and honoraria figures for the CCG have only been available since May, so the line on the graph only starts from this time. Across the combined organisation, the number of acting ups and honoraria overall has remained largely the same as compared with the previous month. The highest number are within T&R, with most in HR and Finance.



# RESOURCING



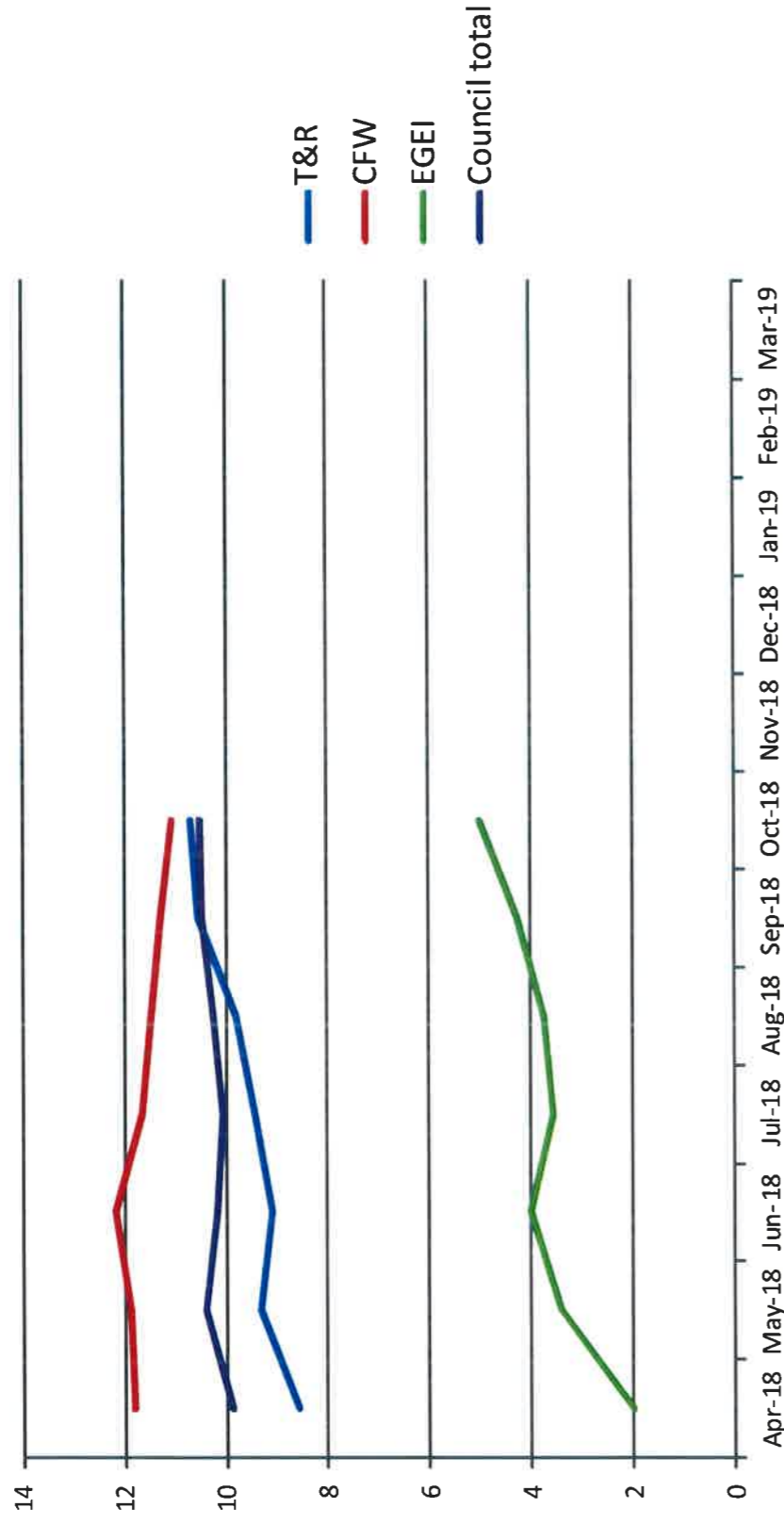
## Agency Spend in Month



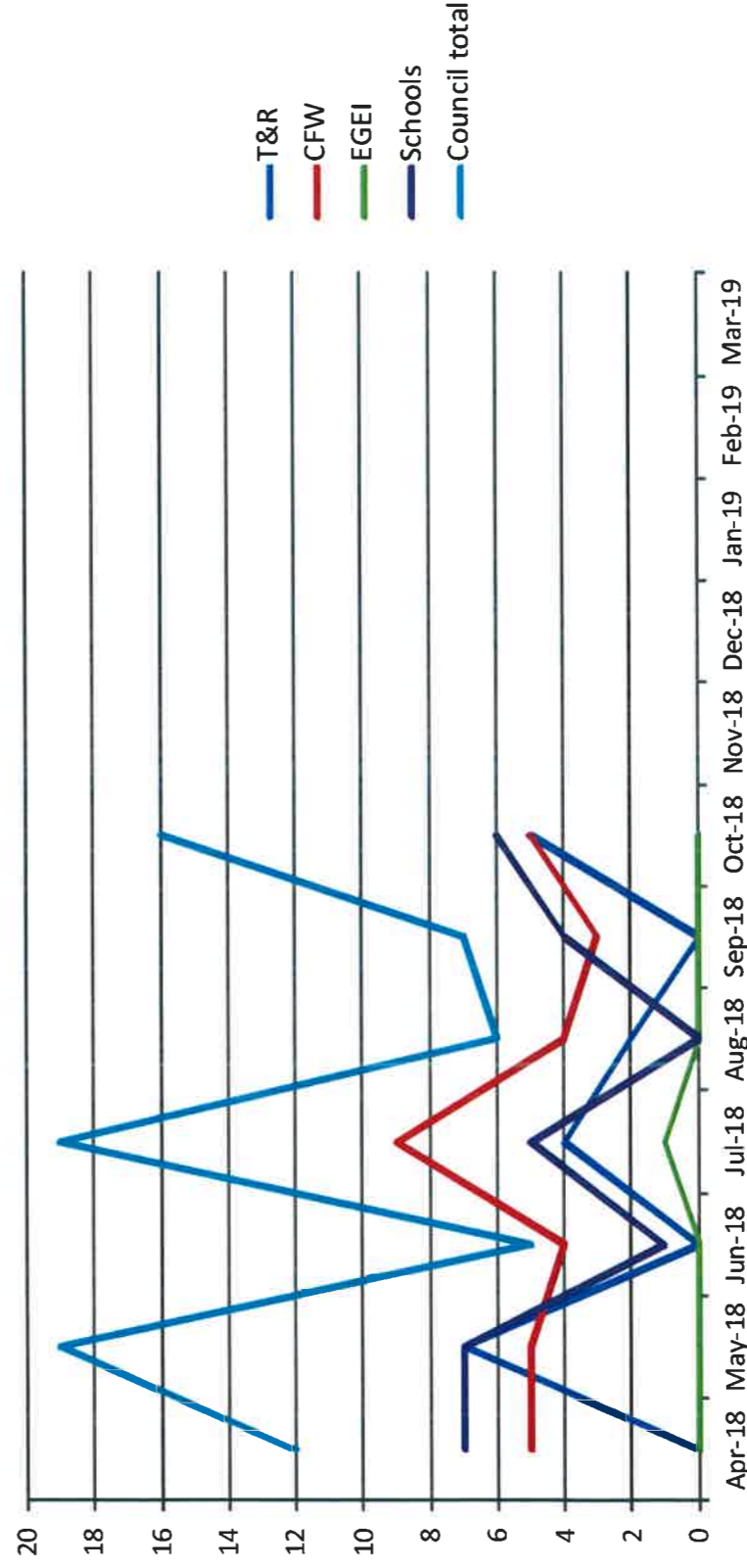
The spend across the combined organisation has reduced by over 30%, from £273,674 in September to £189,192 in October. T&R, CFW and the CCG both experienced a significant reduction in spend and EGEI remained stable. The reduction in CFW was across different areas, with the most notable being a £17k reduction on Care Assistants. In T&R spend reduced the most in the Communication and HR teams. This is further to measures that have been put in place to try to reduce the reliance on agency use.



### 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 increased slightly overall to 10.50%, which might be expected moving into autumn. There have been increases within T&R and EGEI and a decrease in CFW. Sickness absence levels have gradually increase overall over the year to date from the starting position of 9.88% in April.

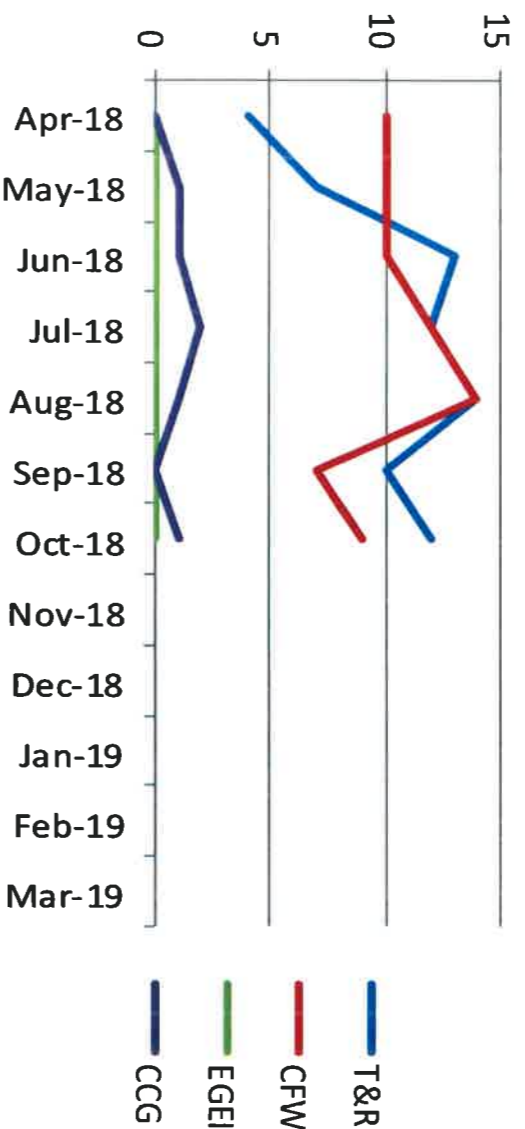
The number of accidents have increased in all areas except for EGEI which has no recorded accidents in the year to date. There is no particular reason behind or trend related to the increase.

# WELLBEING



Five Ways  
to Wellbeing

## Employee Relations Case Work - Total Activity



### Monthly breakdown

Directorate	T&R	CFW	EG&I	CCG
Suspensions	1	0	0	0
Disciplinary	6	4	0	0
Grievance	2	1	0	0
Dignity at Work	2	2	0	1
Capability	2	2	0	0
<b>Total cases</b>	<b>12</b>	<b>9</b>	<b>0</b>	<b>1</b>

The level of employee relations activity remains high, with cases in T&R and CFW. In October there were 10 ongoing disciplinary cases in these directorates — some of which are quite complex and time consuming. There is no particular trend behind these cases and they are in different service areas.

### Workforce Engagement

Throughout October, we have supported charities such as the Christies, Maggie's, St Anns Hospice, MIND and Breast Cancer Now through dress down days and bake sales.

The 10<sup>th</sup> October marked World Mental Health Day, and in support of this and we held Tea and Talk sessions for staff at Trafford Town Hall and Sale Waterside, held mindfulness sessions and ran a campaign on the intranet to raise awareness of mental ill health.

National Libraries week fell on 8<sup>th</sup>-13<sup>th</sup> October, and this year had a wellbeing theme. Through signposting, posters, mindfulness and drop in sessions we supported the libraries and encouraged staff to use the library space at work and in their community as a wellbeing support space.

We supported the Daily Mile Celebration Day with staff from Trafford Town Hall taking part in a 15 minute walk/jog/run at the start of the day. The Daily Mile encourages a more active and healthier lifestyle. The Chief Executive, the Leader and CLT joined around 40 staff in the challenge which was also filmed by ITV!





## New Apprenticeships (since April 2017)

Directorate	Target	New starts April 2017 onwards	New starts in month October	Conversions April 2017 onwards	Conversions in month October	Total
T&R	38	14	0	50	1	65
CFW	30	4	0	18	0	22
EGEI	5	0	0	0	0	0
Schools	50	5	0	11	1	17
Total	123	23	0	79	2	104



## Apprenticeships by level

Level	No of Apprentices (incl. schools)
2	31
3	44
4	12
5	13
6	3
7	1
Total	104

## Celebrating Success recipients

Directorate	Directorate
T&R	0
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 enrolled 104 employees both new apprentices and existing staff enrolled onto an apprenticeship from level 2 to level 7. There are 4 new apprentice appointments in progress with 3 of the new starters aged 16 to 18 and 3 additional vacancies being recruited to. We have had interest from 16 employees in Supported Living to undertake the new Level 3 apprenticeship in ASC and therefore, HR have commissioned in a provider to deliver this. HR are working with Manchester, Oldham, Salford and Wigan to commission in a provider to deliver the new Revenues and Benefits Level 4 apprenticeship with each Council offering 10 placements to existing staff for the first cohort.

HR have recently attended a number of school breakfast briefings to promote apprenticeships which has led to 10 of our schools expressing an interest in the new Schools Business Professional Level 4 apprenticeship and therefore HR are commissioning in a provider to deliver this.





## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 10<sup>th</sup> December 2018  
**Report for:** Decision  
**Report of:** Corporate Director of People

### Report Title

Implementation arrangements regarding the national two year pay deal for 2019/20.

### Summary

This report provides details of the proposed changes to Bands 1 to 5 of the Council's NJC pay structure, to ensure equality compliance, with minimum disruption to current pay arrangements and budgets.

The constitution requires that this is approved by Council. This report seeks the approval of the Employment Committee to the proposed arrangements and agreement that the recommendation to full Council is that it should be approved.

### Recommendation(s)

To agree to the introduction of the new grade bands that span the current Bands 1 to 5 as described in the report under Option 2.

To note that Unison and GMB have provided written confirmation of their support to the recommended option and UNISON have been involved in the development of the proposal.

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

Name: Sara Saleh  
Extension: 4007

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'
Financial	The financial impact on the Council will be contained within the Revenue Budget and Schools will be required to manage the increase within their individual DSG allocations Minimal
Legal Implications:	The implementation process will be fully compliant with employment and equalities legislation.

Equality/Diversity Implications	An Equality Impact Assessment is being undertaken in line with the Equality Framework.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	The introduction of the new minimum hourly rate of £9.19. This is a really positive step for those entering on the pay ladder and will better support our recruitment offer.
Risk Management Implications	See impact on catering & cleaning A review of Catering and Cleaning Service contracts will be undertaken to ensure we have a robust contractual position in advance of the implementation of the pay award, to mitigate risk of redundancy costs following potential TUPE exercises.
Health & Wellbeing Implications	N/A
Health and Safety Implications	N/A

## 1.0 Background

- 1.1 Agreement was reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from **1 April 2018** and **1 April 2019**. This was a 2 year pay deal which included the introduction of a new pay spine from 1 April 2019 that is based on the following:
- A bottom rate of £9.00 per hour (£17,364) on new Spinal Column Point (SCP)1 (equivalent to old SCPs 6 & 7) based on a 37 hour week and for Trafford this equates to £9.19 per hour on a 36.25 working week;
  - Recognition of the future changes to the minimum wage;
  - Renumbering of spinal column points in recognition of amalgamated old SCPs 6-17 incl. to create new SCPs 1-6 inclusive;
  - Equal steps of 2.0% between each of the new SCPs 1-22 inclusive (equivalent to old SCPs 6-28 incl.)
- 1.2 In 2014, the pay structure in Trafford was revised into a more linear structure, removing all overlapping grades. A new pay grade of Band 12 was introduced at the top of the pay structure in recognition of the gap to senior management grade SM4C.
- 1.3 The Councils current entry level is Band 1, SCP 6 which has an hourly rate currently of £8.67 and SCP7 has an hourly rate of £8.73. Both entry level points are below the current Real Living Wage rate of £8.75 but above the National Minimum wage of £7.38 and National Living Wage of £7.83 per hour.
- 1.4 In April 2019, following the implementation of the NJC pay award, the Council's lowest hourly rate and entry level will be £9.19 per hr which means we will be above the Real Living Wage and National Minimum Wage rates as they currently stand.

# Explaining UK Wage Rates

	THE MINIMUM WAGE <small>Government minimum for under 25s</small>	NATIONAL LIVING WAGE <small>Government minimum for over 25s</small>	REAL LIVING WAGE <small>The only wage rate based on what people need to live</small>
WHAT IS IT?	£7.38	£7.83	£8.75 across the UK and £10.20 in London
IS IT THE LAW?	Statutory	Statutory	Voluntary
WHAT AGE GROUP IS COVERED?	21 and older	25 and older	19 and older
HOW IS IT SET?	Negotiated settlement based on recommendations from businesses and trade unions	A % of medium earnings, currently at 55%, it aims to reach 60% of median earnings by 2020.	Calculation made according to the cost of living, based on a basket of household goods and services
IS THERE A LONDON WEIGHTING?	No London Weighting	No London Weighting	Yes - Separate higher rate for London

1.5 Having a linear and equal pay compliant pay structure will assist with a fairly straight forward transition to the new pay spine along with incremental progression for most staff in January 2019. The new pay spine introduces a new numbering system corresponding to the new pay rates and proposed options for implementation are outlined below.

## 2.0 Design Principles & Scope

2.1 The principles outlined below have been constructed to assist with the design of the new pay structure;

- Minimise impact on pay for staff;
- 5 spinal column points as a maximum per band;
- No overlapping bands;
- Increment first then assimilate to new pay spine where appropriate;
- No job re-evaluations;
- Equality compliant;
- Minimum impact to budgets.

2.2 All staff employed by Trafford Council and Schools in our control will be included in the implementation of the new pay spine. An early communication has been issued to all schools to alert them to these changes. A series of meetings have taken place with Head teachers to communicate the changes so they are fully prepared and can factor the new proposals into their financial planning.

2.3 There is capacity available via SLA's with Trafford's Schools Finance and HR teams to offer advice and guidance for those Schools who buy back those services. It is anticipated that those Trafford Schools who do not buy back will receive assistance from their own advisers.

### **3.0 Pay Structure Design**

- 3.1 There is a degree of local flexibility for implementation of the new pay spine and this proposal sets out Trafford's options and recommended approach.
- 3.2 A pay modelling exercise was undertaken to identify the cost impact to the Council's salary budgets for staff on Bands 1 to 5 and a range of options were developed utilising the above design principles.
- 3.3 Benchmarking has been carried out to identify how other Councils across GM are approaching implementation and there is a varied approach consistent with their local pay scales and grading structures. One issue that Trafford will not have to grapple with is the principle of whether to pay annual increments first then implement the pay award as in the main our incremental progression occurs in January. For roles where this does not apply, in the main in schools, we will adopt the position currently negotiated with GM Trade Unions of increment first.
- 3.4 In line with the Government's pledge to increase the National Living Wage to £9.00 per hour from 2020, this exercise enables us to achieve this sooner and based on our 36.25 hrs per week, the new hourly rate for entry level and the bottom point from 1<sup>st</sup> April 2019 will be £9.19 per hour.
- 3.5 This is a really positive step for those entering on the pay ladder and will better support our recruitment offer, as well as enabling a better standard of living for people working in Trafford.

### **4.0 Impact on Catering/Cleaning staff**

- 4.1 Trafford's catering and cleaning services are operated on a commercial base through service level agreements to schools. The customer base is open to private sector competition and the private sector is unlikely to advance the award of the National Living Wage prior to 2020 or even exceed the recommended £9.00 per hour. In practical terms this would place the current service in Trafford at a commercial disadvantage from April 2019 as it would be paying a minimum of £9.19 per hour as described in paragraph 3.4 above.
- 4.2 The financial impact in 2019/20 of adopting the minimum £9.19 per hour on catering and cleaning is approximately £274k and the Council has included this amount in its Medium Term Financial Plan (MTFP) for 2019/20 in order to smooth the commercial impact on the service until 2020.
- 4.3 An alternative proposal has also been costed which looks at the feasibility of introducing a new additional SCP locally at £17,024 (equivalent to £9.01 per hour for a 36.25 hour week) for new starters

from 1 April 2019. However, this option is not considered viable as any savings generated would be minimal, plus the additional local SCP would be below the lowest level agreed nationally between the National Employers and the NJC Trade Union Side.

- 4.4 From 2020/21 it is assumed in the Council's budget plans that private sector competitors will move to the National Living Wage of £9 per hour and hence the catering and cleaning service will be better able to retain and grow its business as a result. There is still an element of risk in this assumption however as staff costs are still likely to be comparatively higher and this will need to be further reviewed during the 2019 budget setting process.
- 4.5 There may be potential redundancy costs where employees are engaged across multiple schools on one contract for their role and TUPE liability will be difficult to apportion. We are currently assessing the contractual position of all posts in the catering and cleaning service and seeking legal advice in order we mitigate risk and financial liability.

## **5.0 Pay Structure Options (Bands 1 to 5)**

- 5.1 As referenced in Paragraph 3, a number of options have been explored and these are outlined below.

### **Option 1**

- 5.2 This proposal shows the position if we mapped across from the current pay structure to the new pay spines. This would create long pay bands at Band 3 and Band 4. This option is not recommended due to the length of time it would take to reach the top of these bands and does not align to the design principles of a maximum of 5 spinal column points per pay band.

**Cost for Option 1 is £1.090m and £0.8m for Schools staff.**

### **Option 2**

- 5.3 The new pay spine involves the amalgamation of old SCP 16 and SCP 17 in pay Band 3 and the creation of a new amalgamated SCP 6 at £19,171. In this option we are proposing to remove this new spinal column point in keeping with our design principles so that we create a smaller pay band.
- 5.4 Trafford has not used the old SCP 16 since the pay structure was reviewed in 2009 so there is no impact for this point. In overall terms, this option would create a higher entry level at Band 3 and would incur a small total additional cost of approximately £3k for those staff who are mainly casual employees on static grade points. Most current employees will not be on this starting point from incremental progression in January.

- 5.5 We are also proposing to remove SCP 13 which is a new point proposed in the 2019 pay award in Band 4 to keep to the design principals of 5 SCP's per grade.
- 5.6 This is a positive proposal as the costs are minimal and the new starting salary for Band 3 would be at a higher spinal column point with the removal of the old SCP 17 which would also assist with our attraction strategy.

**Cost for Option 2 is £1.089m and £0.8m for Schools staff**

### **Option 3**

- 5.7 This proposal also removes current SCP's 16 and 17 in Band 3 and also removes new SCP 16 in the new pay spine in Band 4. Again the cost impact is similar to Option 2 and is mainly expected to impact on casual employees.

For both Options 2 and 3 the entry level for new employees is higher in Band 3, the only difference is the removal of a different incremental point in the grade to meet the design requirements for a smaller pay band.

**Cost for Option 3 is £1.092m and £0.8m for Schools staff**

The overall costs to the council including Schools of adopting the new pay structure highlighted in all options, with a 2% increase in all other pay grades, will be in the region of £2.8m and includes the additional costs to the Catering & Cleaning Service of £274k included in the MTFP for 2019/20.

## **6.0 Implementation**

### **Trade union engagement**

- 6.1 Consultation has taken place with the Trade Unions on proposed changes to the pay structure, with a view to reaching a collective agreement. UNISON and GMB has provided written confirmation that they are satisfied with the option 2 proposal.
- 6.2 Voluntary aided schools will continue to be offered the opportunity to mirror the Council's collective agreement with Trade Unions to assist them to implement the changes.

### **Communication to staff**

- 6.4 Early engagement with staff will also take place once we have reached mutual consensus on the pay structure design.

## **7.0 Recommendations**

- 7.1 Both Options 2 & 3 presented meet the design principles and there are very little financial differences between them. However, Option 2 has less impact on the workforce by removal of the new, lower, spinal column point 13. For that reason the recommended option for implementation is Option 2.

## **8.0 Conclusion**

- 8.1 The proposal for option 2 offers a robust and equitable pay structure, where there will be minimal impact on staff. Implementing the new pay spine also narrows the incremental percentage gaps between SCP's and meets our aspirations to pay above the Real Living Wage and National Minimum Wage pay rates.
- 8.2 A review of Catering and Cleaning Service contracts will be undertaken to ensure we have a robust contractual position in advance of the implementation of the pay award, to mitigate risk of redundancy costs following potential TUPE exercises.

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# Local Government Pay - Current and Proposed NJC Pay Scales

## Current Pay Structure

SCP	£ per annum
6	£16,394
7	£16,495
8	£16,626
9	£16,755
10	£16,863
11	£17,007
12	£17,173
13	£17,391
14	£17,681
15	£17,972
17	£18,672
18	£18,870
19	£19,446
20	£19,819
21	£20,541
22	£21,074
23	£21,693
24	£22,401
25	£23,111
26	£23,866
27	£24,657
28	£25,463

## Option 1

Per NJC 14/6/18

This proposal shows transfer to the new pay spine (see 'NEW' for where new SCPs have been created.)

New Proposed Bands 1 April 2019	New SCP 1 April 2019	£ per annum
BAND 1	1	£17,364
	2	£17,711
	3	£18,065
	4	£18,426
	5	£18,795
BAND 2	6	£19,171
	7	£19,554
	8	£19,945
	9	£20,344
	10	£20,751
BAND 3	11	£21,166
	12	£21,589
	13	£22,021
	14	£22,462
	15	£22,911
BAND 4	16	£23,369
	17	£23,836
	18	£24,313
	19	£24,799
	20	£25,295
BAND 5	21	£25,801
	22	£26,317

## Option 2

Omit New scp s 6 & 13

New SCP 6 is the amalgamation SCP 16 & SCP 17, recommended to remove SCP 6 n options 2 & 3.

Remove new SCP 13 in band 4

New Proposed Bands 1 April 2019	New SCP 1 April 2019	£ per annum
BAND 1	1	£17,364
	2	£17,711
	3	£18,065
	4	£18,426
	5	£18,795
BAND 2	7	£19,554
	8	£19,945
	9	£20,344
	10	£20,751
	11	£21,166
BAND 3	12	£21,589
	14	£22,462
	15	£22,911
	16	£23,369
	17	£23,836
BAND 4	18	£24,313
	19	£24,799
	20	£25,295
	21	£25,801
	22	£26,317

## Option 3

Omit New scp s 6 & 16

New SCP 6 is the amalgamation SCP 16 & SCP 17, recommended to remove SCP 6 n options 2 & 3.

Remove new SCP 16 in band 4

New Proposed Bands 1 April 2019	New SCP 1 April 2019	£ per annum
BAND 1	1	£17,364
	2	£17,711
	3	£18,065
	4	£18,426
	5	£18,795
BAND 2	7	£19,554
	8	£19,945
	9	£20,344
	10	£20,751
	11	£21,166
BAND 3	12	£21,589
	13	£22,021
	14	£22,462
	15	£22,911
	17	£23,836
BAND 4	18	£24,313
	19	£24,799
	20	£25,295
	21	£25,801
	22	£26,317

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## TRAFFORD COUNCIL

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

### Report Title

**Agency and Consultant Spend for Q2 - Period 1<sup>st</sup> July 2018 to 30<sup>th</sup> September 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 to 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.

- 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. In some cases due to the specialist nature of the work, consultants are required.
- 1.4 The breakdown of agency spend over Q2 of 2018/19 (July – September 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 30<sup>th</sup> September 2018.

## **2. Directorate Overview**

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

- 2.1.1 In Q2 2018/19, spend in CFW totalled £440,533 and as at 30<sup>th</sup> September 2018 there were a total of 64 active assignments across the Directorate. Of these 24 were Social Workers and 22 were Care Assistants. 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 over 30%, as compared with Q2 2017/18 which was £336,601. This upwards trend for higher spend in 2018/19 has continued from Q1 of this year. Spend has remained at around the same level as the previous quarter (Q1, 2018/19) which was £438,733.
- 2.1.3 57% of the spend is on interim qualified Social Worker roles. The next biggest spend is on Care Assistants.
- 2.1.4 In order to reduce both the need for and the cost of agency social workers and to 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 In order to improve the recruitment and retention of Social Workers which is still problematic due to national issues, we are exploring their offer, which includes learning and development. The learning and development offer for Adults Social Workers and social care staff is comprehensive and they are supported to attend external courses, as necessary. There are plans to have a similar offer for children's service starting in January 2019. We have recently employed 1.5 FTE social work development officers to support staff with their professional development. In particular, there will be additional support for newly qualified social workers undergoing the Assessed and Supported Year in Employment and for children's social workers and practice supervisors who have volunteered for the National Assessment and Accreditation system. This pathway has also been added as an option for staff under doing career progression from social worker (level 2) to Experienced Social Worker (Level 3). We are also offering quarterly practice development workshops to all social care staff in children's services. These will be led by the strategic leads of this service, with ideas coming from within the service. It is intended that these opportunities will further embed Restorative practice approaches and engage staff in key current ideas.
- 2.1.6 In addition a piece of work has been undertaken following the recent Ofsted inspection, looking at children's social worker workloads and we are currently in the process of realigning resources to ensure that the caseloads are manageable.
- 2.1.7 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.
- 2.1.8 Further to a review in Supported Living, 4 Support Worker roles are being recruited to and they are also recruiting casual Support Workers so they can fill staffing gaps. Ascot House are also looking at introducing casual workers. The HRBP team are working closely with Adults' services to recruit to the remaining vacant posts.
- 2.1.9 Children's services have reduced their agency Social Workers by offering permanent positions and the service is nearly fully resourced.

2.1.10 The Admin review across CFW has now concluded and vacant posts are to be recruited to, which will reduce the use of agency admin staff.

## 2.2 Transformation and Resources Directorate (TR)

2.2.1 In Q2 2018/19, the total agency spend in TR equated to £112,347 and as at 30<sup>th</sup> September 2018, there were 9 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 at around 30% was on the Community Safety team followed by the communications team and solicitors. There have been difficulties in attracting solicitors of the right calibre and different options are being explored.

2.2.2 The spend has increased significantly as compared with Q2 2017/18 which was £62,737. However there has been a reduction of around 10% on the previous period, Q1 2018/19 which was £124,147.

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

2.3.1 In Q2 2018/19, the total agency spend in this area equated to £10,090 and as at 30<sup>th</sup> September 2018, there was 1 active assignment. Spend in this area was solely on Building Control.

2.3.2 The spend has reduced significantly as compared with Q2 2017/18 which was £29,829 and Q1 2018/19 when the level was £21,745.

## 3. Summary Agency Spend Position

3.1 The total agency spend in Q2 was £562,971. This is a significant increase on the corresponding period in 2017/18 when spend was £429,166. As compared with this period, spend has increased in all areas except for EGEI. However spend as compared to the previous period, Q1 2018/19 (£584,626) has decreased slightly.

## 4. Consultant Spend

4.1 The total spend in Q2 2018/19 was £75,380. The spend breaks down as follows: CFW - £0; T&R - £39,800, and; EGEI - £35,580. Spend in T&R related to transformation work with the CCG and spend in EGEI related to Urban Vision.

4.2 This spend was a significant increase as compared with Q1 which was £38,945. However it was a reduction on Q2 in 2017/18 which was £99,897.

## **5. Conclusion**

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

## Appendix 1

### Trafford Council Agency Spend By Directorate Q2 - 2018/2019

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

July 2018

<b>Job Title by Directorate</b>	<b>Number of Active Assignments in Month</b>	<b>Total Cost</b>
<b>CFW</b>	<b>104</b>	<b>£137,505.91</b>
Business Support Officer Level 2	3	£6,329.84
Business Support Officer Level 3	4	£6,749.73
Care Assistant - Residential Homes & Day Centres	33	£25,930.06
Chef	1	£94.55
Childcare Assistant	2	£468.66
Childcare Worker	10	£3,422.42
Independent Reviewing Officer	1	£2,141.68
Management Information Officer -	1	£2,230.26
Project Support Officer	1	£1,466.16
Residential Childcare Officer	5	£1,826.19
Social Care Assessor	1	£2,142.23
Social Care Reviewing Officer -	1	£1,015.12
Social Worker Level 2	1	£18.80
Social Worker Level 3	20	£57,049.82
Social Worker level 3a	2	£3,940.62
Social Worker level 3a (Hospital/EDT)	2	£11,569.68
Strategic Service Manager	1	£6,375.00
Support Worker - Adults	9	£1,721.22
Support Worker Adults Physical Intervention Trained	5	£475.19
Travel Assistance Officer	1	£2,538.68
<b>EGEI</b>	<b>1</b>	<b>£3,068.28</b>
Building Control Officer	1	£3,068.28
<b>T&amp;R</b>	<b>11</b>	<b>£37,952.50</b>
Assistant Business Partner	1	£2,410.22
Communications Officer	1	£2,824.97
Community Safety Manager -	1	£5,909.70
Community Safety Officer -	2	£6,429.93
Head of Communications	1	£6,630.20
Job Analyst	1	£2,526.72
Procurement Officer	1	£2,833.85
Senior Accountant	1	£4,515.64
Solicitor	2	£3,871.27



<b>July Grand Total</b>	<b>116</b>	<b>£178,526.69</b>
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August 2018

<b>Job Title by Directorate</b>	<b>Number of Active Assignments in Month</b>	<b>Total Cost</b>
<b>CFW</b>	<b>85</b>	<b>£137,090.67</b>
Business Support Officer Level 2	3	£2,842.08
Business Support Officer Level 3	4	£7,856.65
Care Assistant - Residential Homes & Day Centres	24	£24,565.37
Family Support Worker	1	£150.85
Independent Reviewing Officer	1	£3,572.44
Management Information Officer -	1	£1,764.23
Project Support Officer	1	£1,795.80
Residential Child Care / Support Worker - Residential Children's Homes	1	£747.84
Residential Childcare Officer	8	£2,150.35
Service Manager	1	£209.17
Social Care Assessor	1	£2,041.00
Social Worker Level 3	19	£54,813.10
Social Worker Level 3 (Hospital/EDT)	2	£4,801.44
Social Worker level 3a	4	£10,680.71
Social Worker level 3a (Hospital/EDT)	2	£10,495.20
Strategic Service Manager	1	£4,760.00
Support Worker - Adults	4	£887.52
Support Worker Adults Physical Intervention Trained	6	£1,867.71
Travel Assistance Officer	1	£1,089.21
<b>EGEI</b>	<b>1</b>	<b>£779.40</b>
Building Control Officer	1	£779.40
<b>T&amp;R</b>	<b>13</b>	<b>£30,250.49</b>
Assistant Business Partner	1	£2,284.46
Communications Officer	1	£1,390.62
Community Safety Manager -	1	£4,145.20
Community Safety Officer -	2	£4,200.52
Head of Communications	1	£2,347.77
Job Analyst	1	£2,526.72
Procurement Officer	1	£2,734.36
Public Relations Officer -	1	£1,537.24
Senior Accountant	1	£2,472.87
Solicitor	3	£6,610.73
<b>August Grand Total</b>	<b>99</b>	<b>£168,120.56</b>

September 2018

Job Title by Directorate	Number of Active Assignments in Month	Total Cost
<b>CFW</b>	<b>112</b>	<b>£165,937.28</b>
Business Support Officer Level 2	4	£4,438.66
Business Support Officer Level 3	4	£8,977.02
Care Assistant - Residential Homes & Day Centres	25	£31,948.48
Childcare Worker	11	£2,417.32
Cook Manager	1	£97.14
Family Support Worker	1	£553.06
Independent Reviewing Officer	1	£6,868.83
Management Information Officer -	1	£3,227.49
Project Support Officer	1	£1,397.08
Residential Child Care / Support Worker - Residential Children's Homes	1	£392.29
Residential Childcare Officer	18	£3,604.80
Senior Business Support Officer	1	£1,920.70
Social Care Assessor	1	£2,692.96
Social Worker Level 3	19	£68,312.67
Social Worker Level 3 (Hospital/EDT)	2	£1,761.27
Social Worker level 3a	2	£7,065.90
Social Worker level 3a (Hospital/EDT)	2	£10,999.40
Strategic Service Manager	1	£2,550.00
Support Worker - Adults	4	£827.02
Support Worker Adults Physical Intervention Trained	11	£2,768.42
Travel Assistance Officer	1	£3,116.77
<b>EGEI</b>	<b>1</b>	<b>£6,242.50</b>
Building Control Officer	1	£6,242.50
<b>T&amp;R</b>	<b>11</b>	<b>£44,144.73</b>
Assistant Business Partner	1	£5,644.97
Community Safety Manager -	1	£5,489.58
Community Safety Officer -	2	£7,094.36
Head of Communications	1	£8,964.83
Job Analyst	1	£2,947.84
Procurement Officer	1	£654.07
Public Relations Officer -	1	£683.22
Senior Accountant	1	£4,085.58
Solicitor	2	£8,580.28
<b>September Grand Total</b>	<b>124</b>	<b>£216,324.51</b>

<b>Q2 Total</b>	<b>339</b>	<b>£562,971.76</b>
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Appendix 2

**Trafford Council Agency Tenure by Directorate**

Breakdown by Directorate showing full tenure of active assignments as at 30<sup>th</sup> Sept 2018

Directorate	Job Title	Assignment Start Date	Assignment End Date
CFW	Business Support Officer Level 2	18/09/2017	31/10/2018
	Business Support Officer Level 2	08/01/2018	31/10/2018
	Business Support Officer Level 2	10/09/2018	31/10/2018
	Business Support Officer Level 2	10/09/2018	10/12/2018
	Business Support Officer Level 3	08/05/2017	31/10/2018
	Business Support Officer Level 3	16/04/2018	31/10/2018
	Business Support Officer Level 3	18/06/2018	31/10/2018
	Care Assistant - Residential Homes & Day Centres	01/03/2017	01/11/2018
	Care Assistant - Residential Homes & Day Centres	01/03/2017	02/11/2018
	Care Assistant - Residential Homes & Day Centres	12/03/2017	02/11/2018
	Care Assistant - Residential Homes & Day Centres	30/09/2017	02/11/2018
	Care Assistant - Residential Homes & Day Centres	25/10/2017	02/11/2018
	Care Assistant - Residential Homes & Day Centres	12/12/2017	01/11/2018
	Care Assistant - Residential Homes & Day Centres	29/12/2017	02/11/2018
	Care Assistant - Residential Homes & Day Centres	08/03/2018	01/11/2018
	Care Assistant - Residential Homes & Day Centres	10/03/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	29/03/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	29/05/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	02/06/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	21/06/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	22/06/2018	02/11/2018

	Care Assistant - Residential Homes & Day Centres	06/07/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	07/07/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	11/07/2018	01/11/2018
	Care Assistant - Residential Homes & Day Centres	18/07/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	25/07/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	28/07/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	01/09/2018	02/11/2018
	Care Assistant - Residential Homes & Day Centres	02/09/2018	02/11/2018
	Childcare Worker	01/01/2018	31/10/2018
	Childcare Worker	01/08/2018	31/10/2018
	Childcare Worker	01/09/2018	31/10/2018
	Independent Reviewing Officer	30/07/2018	28/11/2018
	Management Information Officer -	20/05/2018	02/11/2018
	Project Support Officer	11/10/2017	12/10/2018
	Residential Child Care / Support Worker - Residential Children's Homes	01/05/2018	01/11/2018
	Senior Business Support Officer	10/09/2018	15/03/2019
	Social Care Assessor	11/06/2018	08/02/2019
	Social Worker Level 3	28/01/2017	28/09/2019
	Social Worker Level 3	07/02/2018	14/12/2018
	Social Worker Level 3	09/04/2018	30/09/2018
	Social Worker Level 3	10/04/2018	10/12/2018
	Social Worker Level 3	08/05/2018	05/10/2018
	Social Worker Level 3	16/05/2018	06/10/2018
	Social Worker Level 3	22/05/2018	22/11/2018
	Social Worker Level 3	04/06/2018	30/11/2018

	Social Worker Level 3	17/06/2018	05/10/2018
	Social Worker Level 3	30/06/2018	09/11/2018
	Social Worker Level 3	05/08/2018	05/11/2018
	Social Worker Level 3	08/08/2018	16/10/2018
	Social Worker Level 3	20/08/2018	10/12/2018
	Social Worker Level 3	21/08/2018	12/10/2018
	Social Worker Level 3	28/08/2018	13/11/2018
	Social Worker Level 3	28/08/2018	16/11/2018
	Social Worker Level 3	29/08/2018	23/10/2018
	Social Worker Level 3	11/09/2018	16/10/2018
	Social Worker Level 3	11/09/2018	20/11/2018
	Social Worker level 3a	12/02/2018	31/10/2018
	Social Worker level 3a	30/06/2018	05/10/2018
	Social Worker level 3a	28/08/2018	28/11/2018
	Social Worker level 3a (Hospital/EDT)	15/09/2017	10/10/2018
	Social Worker level 3a (Hospital/EDT)	11/06/2018	31/12/2018
	Support Worker - Adults	21/05/2018	21/10/2018
	Travel Assistance Officer	02/05/2017	31/12/2018
<b>EGEI</b>	Building Control Officer	31/07/2017	31/12/2018
<b>T&amp;R</b>	Assistant Business Partner	16/07/2018	16/10/2018
	Community Safety Manager -	03/04/2018	31/12/2018
	Community Safety Officer -	14/05/2018	26/10/2018
	Community Safety Officer -	11/06/2018	31/12/2018
	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	14/06/2018	28/11/2018
	Solicitor	13/08/2018	26/10/2018

*\*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**

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

**Breakdown by Directorate in Quarter 1 2018/2019**

<b>Directorate</b>	<b>Quarter 1</b>
<b>CFW</b>	£2,620
<b>T&amp;R</b>	£0
<b>EGEI</b>	£36,325
<b>Total</b>	£38,945

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