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**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 27 June 2022

Time: 5.00 p.m.

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

| A G E N D A | PART I | Pages |
|--------------------|---|--------------|
| 1. | ATTENDANCES | |
| | To note attendances, including Officers and any apologies for absence. | |
| 2. | MEMBERSHIP OF THE COMMITTEE FOR THE 2022/23 MUNICIPAL YEAR | 1 - 2 |
| | To note the Membership of the Committee for the 2022/23 Municipal Year including the appointment of the Chair and Vice chair, as agreed at the Annual Council meeting 25 May 2022. | |
| 3. | EMPLOYMENT COMMITTEE TERMS OF REFERENCE 2022/23 | 3 - 4 |
| | To note the Terms of Reference of the Committee for the 2022/23 municipal year, as agreed at the Annual Council Meeting 25 May 2022. | |
| 4. | QUESTIONS FROM THE PUBLIC | |
| | A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services (democratic.services@trafford.gov.uk) by 4 p.m. on the working day prior to the meeting. Questions must be relevant to items appearing on the agenda and will be submitted in the order in which they were received. | |
| 5. | MINUTES | 5 - 10 |
| | To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 28 February 2022. | |

6. **ADULT SOCIAL CARE RECRUITMENT AND RETENTION** 11 - 16
To receive a report from the Interim Strategic Lead- Central Neighbourhood and Safeguarding.
7. **PEOPLE UPDATE** 17 - 40
To receive an update from the Corporate Director of Strategy and Resources.
8. **AGENCY SPEND** 41 - 56
To receive the attached report from the Corporate Director of Strategy and Resources.
9. **EQUALITIES UPDATE** 57 - 68
To receive the attached report from the Corporate Director of Strategy and Resources
10. **DOMESTIC ABUSE POLICY** 69 - 104
To receive the attached report from the Corporate Director of Strategy and Resources
11. **QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY** Verbal Report
To consider a verbal report of Corporate Director of Strategy and Resources.
12. **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.

SARA TODD
Chief Executive

Membership of the Committee

Councillors J. Bennett (Chair), A.M. Whyte (Vice-Chair), D. Acton, R. Duncan, S. G. Ennis, M. Freeman, F. Hornby and D.C. O'Sullivan.

Further Information

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

Alexander Murray, Governance Officer
Tel: 0161 912 4250

Employment Committee - Monday, 27 June 2022

Email: alexander.murray@trafford.gov.uk

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TRAFFORD COUNCIL

MEMBERSHIP OF COMMITTEES 2022/23

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

| COMMITTEE | NO. OF MEMBERS |
|------------------|-----------------------|
| EMPLOYMENT | 9 |

| LABOUR GROUP | CONSERVATIVE GROUP | LIBERAL DEMOCRATS GROUP | GREEN PARTY GROUP |
|---|--|---------------------------------|--------------------------|
| Councillors: David Acton Joanne Bennett CH Mike Freeman Fianna Hornby Dolores O'Sullivan Amy Whyte V-CH | Councillors: Daniel Chalkin OS Rob Duncan | Councillors: Shaun Ennis | Councillors: - |
| TOTAL | 6 | 2 | 1 |

Substitute Members:

| | | | |
|----------------|----------------|-----|-----|
| <i>vacancy</i> | <i>vacancy</i> | - | - |
| (1) | (1) | (0) | (0) |

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EMPLOYMENT COMMITTEE

The Employment Committee shall consist of at least 9 members and be established in accordance with the political balance of the Council and shall have a quorum of 3 members.

The Employment Committee shall meet at least quarterly and also when convened by the Monitoring Officer.

Terms of Reference

1. To determine and keep under review collective and corporate terms and conditions of employment.
2. To approve the Council's draft Pay Policy Statement prior to recommendation to full Council for approval and adoption.
3. To keep under review the consistent and lawful application of the Councils Pay Policy and publication requirements in respect of transparency of pay, termination payments and audit responsibilities.
4. Except in exceptional circumstances, to approve the job description, salary and benefits for Chief Officers prior to appointment.

(exceptional circumstances to be determined by the Proper Officer in consultation with the Chair of the Employment Committee.)
5. To approve any decisions for the re engagement or reemployment of former Chief Officers.
6. To consider and determine decisions about the recovery of exit payments or overpayment of pension for Chief Officers.
7. To consider any matter referred to the Committee by the Head of Paid Service or Corporate Director of People.
8. To consider, approve and adopt any new or significant revision to existing corporate human resources strategies and policies in so far as they relate to the appointment, terms and conditions of employment and dismissal of staff.
9. To determine any other matters relating to the appointment, terms and conditions of employment, severance and dismissal of staff which are neither covered by policies of the Council, required to be decisions of full Council nor delegated to Officers under the Scheme of Delegation.
10. To review proposals for severance payments in excess of £100,000 prior to consideration of the proposals by full Council.

Delegation

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

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

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

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

EMPLOYMENT COMMITTEE

28 FEBRUARY 2022

PRESENT

Councillors A.M. Whyte (Vice-Chair in the Chair), D. Acton, J. Holden, D. Jarman, D.C. O'Sullivan and A.J. Williams.

In attendance

| | |
|-------------------|--|
| Angela Beadsworth | Interim Director of HR |
| Bev Norton | Head of HR Operations |
| Kate Sturman | Strategic HR Lead for Policy, Reward, and Intelligence |
| Tracey Sefton | Strategic Lead for Practice Improvement and Learning |
| Alexander Murray | Governance Officer |

APOLOGIES

Apologies for absence were received from Councillors J. Bennett, C. Boyes and S. Longden

23. MINUTES

That the Minutes of the meeting held on 6 December 2021 be approved as a correct record and signed by the Chair.

24. QUESTIONS FROM THE PUBLIC

No questions were received.

25. PEOPLE UPDATE

The Interim Director of HR gave an overview of the people update that had been circulated with the agenda. The Committee were informed that the HR team had continued to support teams across the Council as they recovered from the Covid 19 pandemic.

The Health and Safety Team were continuing to work closely with the Public Health and Policy Teams to ensure staff were provided with up-to-date guidance and support. Integration planning for the return to the office was proceeding well with arrangements being put in place to ensure staff felt safe within the workplace. The Council were introducing yellow lanyards for staff who wanted to maintain social distance and the wearing of face coverings inside Council buildings would be optional.

A new desk and room booking system was due to be launched, which would aid staff in the move to a hybrid way of working. It was expected that staff would not be in Council buildings all week and would "touch down" in their designated areas, which had been communicated to staff through detailed floor plans. The Communications team would be sending out key messages to staff over the coming weeks to ensure staff were aware of the new approach to working.

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A #StayEpicThisWinter scheme had been run to support staff in maintain their health and wellbeing and check in on others over the winter period. There had been a number of themes from December to February covering different aspects of health and wellbeing such as physical, mental, or financial wellbeing. The themes were communicated through articles, case studies, and videos provided by the communications team and staff members.

The EPIC Manager programme was going from strength to strength and was in its 18th cohort. The programme helped managers to develop their management skills and adopt more of a coaching approach to leadership. This in turn was encouraging staff to develop and grow as part of Trafford's grow our own strategy, which was one of the key strands of the Council's People Strategy. Ten staff were undertaking a level five coaching apprenticeship and thirty-one had a coaching relationship with a qualifying coach. The Council was also promoting a coaching for managers service, which thirty-one staff members had accessed so far.

The Council were developing a working well passport following feedback from Staff Disability Steering Group. The working well passport was a document which detailed a staff members support needs and adjustments. If their manager changed the passport was passed along so the new manager was aware of the support and arrangements in place, avoiding the need for staff to tell their story multiple times.

The first Kickstarter cohort had graduated and six out of the nine had found ongoing employment within the Council. The other three members had either gained employment outside of the Council or gone into further education. The third cohort had started with ten members who would receive placements across the Council. There were a further six people who had received internships within the Council's library services who would be working across services over the course of the year in partnership with UA92.

Following the overview, the Chair thanked the Interim Director for HR for the detailed report before giving Members the opportunity to ask questions.

Councillor Jarman noted the numbers of applicants to the Kickstarter Scheme had started to decrease and there had been some negative press nationally about the scheme. Councillor Jarman then asked the Interim Director of HR if she had any comments to add about Trafford's experience with the scheme. The Interim Director of HR responded that the Council had struggled to get the same level of applicants for the second but there had been an increase for the third cohort with ten young people ready to start their placements. The Interim Director of HR added that the success of the scheme was down to the work of the employer and Trafford had invested a lot of time and resources to ensure the young people and the Council to get the most out of the scheme.

Councillor Acton asked when the Council would be utilising the Council Chamber for Council Meetings again. The Interim Director of HR responded that a report was being written detailing the next phase of reintegration following the changes to the rules from the 1st of April. The report would include detail how the Council

would be using all of its building and facilities including the Council Chamber and Committee Rooms.

RESOLVED: That the update be noted.

26. PAY POLICY STATEMENT 2022/23

The Interim Director of HR gave a brief introduction of the report. The Committee were informed that the Pay Policy Statement was a statutory document in accordance with section 38 of the localism act 2011. It was an annual report submitted to the Committee for approval prior to being submitted to full Council, which was scheduled to meet on the 23rd of March 2022.

The Strategic HR Lead Policy, Reward and Intelligence then went through the report and picked out the key highlights. The Committee's attention was drawn to the pay ratios within the report. The ratio for the Chief Executive to the average employee was 6.9 to 1, which was the same as the previous year. The ratio for the lowest paid worker and the average senior manager was 5.55 to 1, which was a reduction from the previous year and would reduce further following the pay award.

The gender pay gap information was based on data from March 2021 and showed an overall mean pay gap of 8.14% with the median being 10.77%. There were several factors for the pay gap including that 76% of the workforce was female and a high proportion of the Council's workforce were in part time rolls. When the data for part time rolls was looked at in isolation the gap was positive for female staff. Another contributing factor was that the council had many in-house services, which were lower paid rolls which traditionally attracted female rather than male workers. Both the mean and median gender pay gap had reduced since the previous year with the median gap having reduced by almost half.

The Strategic HR Lead Policy, Reward and Intelligence concluded the overview by informing the Committee of the next steps and how the data would go on to inform the Councils policies to attempt to narrow the gap further.

Following the overview, the Committee were given the opportunity to ask questions, but none were raised.

RESOLVED: That the report be noted and recommendations agreed.

27. LOCAL GOVERNMENT PENSION SCHEME DISCRETIONS POLICY STATEMENT

The Interim Director of HR introduced the report and informed the Committee that while the Local Government Pension Scheme was a statutory pension scheme there was provision within the scheme for local authorities to have discretion in certain areas.

The Strategic HR Lead Policy, Reward and Intelligence then gave a brief overview of the report. The Committee were informed that the Council had reviewed the

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scheme looking at the discretions that had been selected and ensure they were appropriate and affordable. As part of the review the scheme was benchmarked against other local authorities. The Director of Finance had been involved in the review and Trafford had liaised with the Greater Manchester pension fund to ensure that the changes were in keeping with their arrangements and relevant legislation.

The Committee were informed that some of the scenarios covered in the pension scheme would happen in very rare circumstances, but the Council had to have provision in place for if and when they did occur.

After the overview Members were given the opportunity to ask questions but none were raised.

RESOLVED: That the report be noted and recommendations agreed.

28. AGENCY SPEND OCTOBER - DECEMBER 2021

The Interim Director introduced the report informing the Committee that there was still a reliance on agency staff in a number of areas across the Council. The Committee were assured that HR were working with departments to increase full time staff recruitment and reduce the reliance on agency staff.

The HR Strategic Resource Lead then provided an overview of the report selecting key information and highlights for the Committee's attention. Overall, the level of spend had increased with the largest area of increase being within children's services. There continued to be a shortage of social workers and the Council were continuing with the strategies the Committee had been informed of at their last meeting. The Council was also working alongside an external recruitment agency to aid in increasing staffing levels.

The Committee were informed of the other strategies the Council were implementing to recruit more staff across all departments. The strategies included a grow our own scheme within adult's services, increasing the profile of the Council through social media, and further utilising the Greater Jobs website.

Following the overview Councillor Jarman asked for clarification around some of the figures within the report. The HR Strategic Resource Lead responded that the figures were accurate and the Councillor had read them correctly. The figures were so low due to the short length of many of the appointments.

Councillor Jarman asked whether all the vacancies were being covered by agency staff. The HR Strategic Resource Lead responded that the majority of them were although a handful remained vacant.

Councillor Williams noted within the report that work was ongoing to understand the resistance to taking a permanent contract with Trafford. The Councillor then asked whether the Council had started to understand that resistance. The HR Strategic Resource Lead responded that the work was ongoing. Permanent positions had been offered to agency offers as part of the recruitment strategy and

the Council would continue to make Trafford's employment offer more attractive to agency workers.

RESOLVED: That the report be noted.

29. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Head of HR Operations provided the Committee with the quarterly report. In the last quarter there had been eight requests for exemptions and all eight had been approved. Two requests were from Adults Services, five came from Children's Services, and one was from Finance and Systems. Three of the requests were related to long covid with the other being for a range of circumstances.

Following the report, the Committee were given opportunity to ask questions, but none were raised.

RESOLVED: That the report be noted.

The meeting commenced at 5.10 p.m. and finished at 5.49 p.m.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 27th June 2022
Report for: Information/Update
Report of: Ann-Marie Mohieddin – Interim Strategic Lead Adult Social Care

Report Title

Adult Social Care - Social Work Recruitment and Retention

Summary

This report summarises the main aspects of the work undertaken in Adult Social Care that explored the challenges faced by the directorate with regards to the recruitment and retention of social work practitioners.

It explains the proposed option for payment of a market supplement for social work practitioners whilst providing focus on retention of the staff we attract into our employment by way of supporting individuals to reach their career aspirations through the development of clear development pathways.

Recommendation(s)

That the content of this report is noted and the market supplement payment for the social work cohort is approved.

Background Papers: Adult Social Care- Social Work Recruitment and Retention paper March 2022

Implications:

| | |
|---|---|
| Relationship to Corporate Priorities | This report aligns to the council's corporate priorities. |
| Relationship to GM Policy or Strategy Framework | None |
| Financial | financial commitment of £229,678.00 |
| Legal Implications | None |
| Equality/Diversity Implications | None |
| Sustainability Implications | None |
| Carbon Reduction | None |
| Staffing/E-Government/Asset Management Implications | |
| Risk Management Implications | Not applicable |

1.0 Introduction and Background

1.1 Adult Social Care is currently experiencing challenges with regards to attracting and retaining qualified social workers with the directorate currently holding 19 vacancies across the system. Significant work has been completed by the directorate to understand the challenges faced in recruitment and several options have been explored to address the recruitment and retention issues.

1.2 As a result of the high level of vacancies, agency staff have been required to assist the directorate in discharging statutory duties and support with service delivery. Significant time and financial resources are being invested to recruit agency staff with a continually increasing hourly rates being required to source quality agency staff. Over the last 3 financial years adults has spent vast amounts of money on agency staff with a projected spend of over £550,000.00 in 21/22.

1.3 Rates of pay were explored across differing levels of social work within Trafford and examined against rates of pay across other local authorities within Greater Manchester. It is identified that Trafford's pay rates consistently place 6th out of 10 within GM.

1.4 Retention is an ongoing concern within the service with the number of vacancies present and it is acknowledged that financial reward is not the only area which is important to retain or attract staff. Areas of further development have been explored to support retention by way of exploring development of clear progression pathways for qualified staff.

2.0 Vacancies

2.1 Recruitment of qualified social workers is a difficulty faced in ASC and a theme which is also mirrored across Greater Manchester (GM) and nationally. Adult Social Care is facing significant challenges regarding the recruitment and retention of qualified social workers with 19 current vacancies. Whilst the teams are working hard to recruit permanent staff, these efforts have been arduous with concerns relating to the number and calibre of applicants; continually leaving substantial vacancies across the service. Vacancies continue to be advertised with some on numerous occasions (4 plus attempts) with applicants who do not meet criteria for shortlisting or no applicants at all.

3.0 Rates of Pay and Benefits

3.1 As part of this exercise the HR team have supported work in comparing the rates of pay across the 10 local authorities of GM, identifying where Trafford ranks with regards to rates of pay for level 2 and 3 Social Workers as well as Senior Practitioners. Whilst Trafford did not score consistently throughout, there is a substantial gap in the highest paying local authority compared to Trafford with us falling in 6th position for level 2 Social Workers. Below outlines Trafford's current rankings of pay across GM whilst offering alternative suggestions to support ASC in offering a more competitive rate.

Adults Social Worker L2

| Adults L2 SW | SCP Min | SCP Max | Annual £ | Annual £ | Rank |
|--------------|---------|---------|----------|----------|------|
| Tameside | 29 | 34 | £32,910 | £37,890 | 1 |
| Wigan | 29 | 34 | £32,910 | £37,890 | 1 |
| Bolton | 27 | 31 | £31,346 | £34,728 | 2 |
| Bury | 28 | 30 | £32,234 | £33,782 | 3 |
| Manchester | 26 | 30 | £30,451 | £33,782 | 4 |
| Stockport | 28 | 29 | £32,234 | £32,910 | 5 |
| Salford | 26 | 29 | £30,451 | £32,910 | 6 |
| Trafford | 26 | 29 | £30,451 | £32,910 | 6 |
| Rochdale | 25 | 29 | £29,577 | £32,910 | 7 |
| Oldham | 24 | 27 | £28,672 | £31,346 | 8 |

We are currently ranked 6th in the GM Locality. If we were to pay a flat rate of £872 for our Adult Social Workers, it would make us 3rd place in GM for adults social workers.

| 3rd place | Annual minimum including MS (£) | Annual maximum including MS (£) |
|-----------|---------------------------------|---------------------------------|
| | £31,323 | £33,782 |

The market supplement policy states that the minimum difference is at least £1000.



1

Adults Social Worker L3

| Adults L3 SW | SCP Min | SCP Max | Annual £ | Annual £ | Rank |
|--------------|---------|---------|----------|----------|------|
| Bolton | 31 | 35 | £34,728 | £38,890 | 1 |
| Manchester | 31 | 35 | £34,728 | £38,890 | 1 |
| Rochdale | 30 | 34 | £33,782 | £37,890 | 2 |
| Wigan | 30 | 34 | £33,782 | £37,890 | 2 |
| Tameside | 29 | 34 | £32,910 | £37,890 | 3 |
| Bury | 31 | 33 | £34,728 | £36,922 | 4 |
| Salford | 30 | 33 | £33,782 | £36,922 | 5 |
| Trafford | 30 | 32 | £33,782 | £35,745 | 6 |
| Oldham | 28 | 32 | £32,234 | £35,745 | 7 |
| Stockport | 30 | 31 | £33,782 | £34,728 | 8 |

We are currently ranked 6th in the GM Locality. If we were to pay a flat rate of £2,145 for our Adult Social Workers, it would make us 3rd place in GM for adults social workers.

| 3rd place | Annual minimum including MS (£) | Annual maximum including MS (£) |
|-----------|---------------------------------|---------------------------------|
| | £35,927 | £37,890 |



2

Senior Practitioner

| Senior Prac | SCP Min | SCP Max | Annual £ | Annual £ | Rank |
|-------------|---------|---------|----------|----------|------|
| Oldham | 36 | 40 | £39,880 | £43,857 | 1 |
| Bury | 39 | 40 | £41,675 | £42,683 | 2 |
| Salford | 36 | 39 | £39,880 | £42,821 | 3 |
| Tameside | 35 | 39 | £38,890 | £42,821 | 4 |
| Bolton | 35 | 39 | £38,890 | £42,821 | 4 |
| Rochdale | 34 | 38 | £37,890 | £41,881 | 5 |
| Wigan | 34 | 38 | £37,890 | £41,881 | 5 |
| Trafford | 33 | 36 | £36,922 | £39,880 | 6 |
| Manchester | 31 | 35 | £34,728 | £38,890 | 7 |
| Stockport | 29 | 34 | £32,910 | £37,890 | 8 |

We are currently ranked 6th in the GM Locality. If we were to pay a flat rate of £2,941 for our Senior Pracs, it would move us up to 3rd place in GM. If we were to pay a flat rate of £3,997 it would move us up to 1st place in GM.

| | | |
|-----------|---------------------------------|---------------------------------|
| 3rd place | Annual minimum including MS (£) | Annual maximum including MS (£) |
| | £39,863 | £42,821 |
| 1st place | Annual minimum including MS (£) | Annual maximum including MS (£) |
| | £40,919 | £43,877 |



3

3.2 Approved Mental Health Practitioners (AMHP) and social workers, senior practitioners, and managers within mental health have been requested to be considered; with pay disparities being highlighted for Approved Mental Health Practitioners social workers across other local authorities. Trafford is one of only 3 local authorities which make additional payments to AMHPs for holding AMHP status. The table below identifies rates which have been provided by colleagues within mental health for AMHP pay.

| Area | Pay | Allowances |
|---------------|-------------------|---------------------|
| Bolton | £34,728- £38,898 | 8% unsociable hours |
| Salford | £36,922 - £39,880 | n/a |
| Manchester | £32,306 - £39,027 | £2,000 |
| Cheshire East | £33,799 - £39,683 | n/a |
| Trafford | £33,782 - £35,745 | £1,725 |

3.3 The refer a friend scheme has been recognised by the directorate as a way to assist recruitment. Referral schemes are proven to result in 36% of high performing staff compared to 11% when recruiting through internet websites. Data intelligence from an Adult Social Care staff survey informs us that 62% of the staff who engaged in the survey would recommend working for Trafford to their family and friends which with the implementation of refer a friend process there is a potential for staff to be more proactive in doing so. There is a current offer in Childrens Services of a £100 gift voucher which is to be matched within ASC.

3.4 The implementation of a relocation package is an additional way which has been agreed to be adopted with the aim of expanding our recruitment area. It is hoped that the reputation of the schools in Trafford and development of local areas this will be a selling point to potential staff. Currently Children's Services are offering a relocation package of up to £4K which Adult Social Care will match.

3.5 A review of parking arrangements for staff will be completed as the current part-time parking offer to staff within ASC require set days for those individuals within the scheme however, these days are required to be fixed to certain days each week. This

poses additional challenges to the teams, as whilst there is an opportunity for staff to make savings in their outgoings, it does not align to staffing requirements of providing duty cover. Further work is being considered to address this issue.

4.0 Retention

4.1 Retention of social workers has been an ongoing concern within Adult Social Care with a high number of vacancies within the service and a continued number of individuals choosing to leave Trafford. Staff are more likely to remain in a business' employ where there is an offer of training and development. The recent survey completed highlighted opportunities for development as individuals were asked if they saw a path to advance their career and whilst 32% responded agreeing they did, 20% disagreed. A review carried out of current practices and pathways it is felt there is room for improvement in the development of progression pathways beyond obtaining level 3 status.

4.2 Trafford Learning Academy has been set up to support the long-term stabilisation of the Adult Social Care workforce, encouraging staff into social work through the apprenticeship scheme. Whilst this should be celebrated, it does not address the immediate issues with regards to staff retention and it is proposed that establishing clear progression pathways as part of the Learning Academy would support in retaining the staff currently in post. Many social workers want to advance in their careers, whether that be in management or specialising in certain areas of practice such as being an Approved Mental Health Practitioner or Best Interest Assessors. Supporting staff to reach their goals and ambitions with clear progression pathways should increase retention and support in recruitment

4.3 As a result Adult Social Care are now embarking on the journey of developing these progression pathways.

5.0 Recruitment and Advertising

5.1 Currently all social care posts are advertised on Greater Jobs and whilst this is a well-known platform; all social work roles within GM are advertised within this arena with very limited numbers advertised by Adult Social Care elsewhere. It is therefore suggested that ASC use additional platforms for recruitment such as social care specific and national publications as well as social media.

5.2 Promoting not only the job roles and benefits available, but Trafford's unique selling points including the Learning Academy, Trafford's EPIC values and strategies through the use of social media cannot do anything but strengthen our public perception to potential recruits.

5.3 Development of an ASC recruitment drive will support this process with a service wide advertisements , promoting all current available roles with a spotlight not only on rates of pay but both Trafford and Adult Social Care's unique selling points. This will be written with all service managers and signed off and agreed with our communications department, who are the experts in the use social media. Whilst there will be some costs to these advertising strategies, if it is completed for the service in its entirety, spending will be reduced compared to each team advertising separately.

5.4 A working group of staff within Adult Social Care will be created with staff at all levels within the directorate to both develop and attend a recruitment events ;

6.0 Market Supplement Payments to Social Workers and Senior Practitioners

6.1 Social Work Pay has been considered. The pay for level 2 social workers in Trafford has explored with Trafford being 6th in GM with regards to the pay offered to this cohort of staff. Human resources have advised that with a market supplement of £872 without on-costs will take the rate of pay from 6th to 3rd within GM. This level of payment would increase the pay band to the rate of £31,323-£33,782, with 8.8 FTE current established level 2 posts in the service.

6.1.2 Pay for level 3 social workers is ranked at 6th in GM, a market supplement of £2,145, has been agreed to strengthen our position of level 3 pay to 3rd in GM. This increase in pay would bring pay rates to £35,927-£37,890 for 63.8 level 3 established posts within the service.

It is important to note that these above costs do not consider on-costs and that from budgeting purposes requests need to be completed for all posts at the top of band 8 to allow progression through the period of the requested market supplement to ensure negation of any possible overspends. Therefore, an agreement has been reached for 72.6 posts at the cost of £209,088.00.

6.2 Senior Practitioner pay has also been considered and a number of options explored. However, increasing the Senior Practitioner pay further than the agreed market supplement of £996 would further impact staffing budgets as an overlap in wages would occur, possibly creating hostility within the service. Therefore the solution of a market supplement being paid to senior practitioner at the rate of £996 has been agreed; which will stop any overlap in wages whilst also giving some recognition to market competition. With consideration of this rate with the 15.4 posts, the total cost to Adult Social Care implementing this rate is £20,590 including on costs.

6.3 Total cost of implementing market supplement payments for social workers and senior practitioners is £229,678.00 including on costs.

7.0 Union Engagement

7.1 Discussions have taken place with trade union representatives who have supported the proposal for payment of market supplement rates.

8.0 Conclusion

8.1 Adult Social Care hope to embed the agreed changes with staff in July 2022.



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Agenda Item 7

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Employment Committee

People Update

27th June 2022

Health and Safety

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|--|--|---|
| Covid-19: Supporting safe reintegration | Measures to allow the safe reintegration of staff to our offices | <p>In line with the government guidance for 'Living with Covid' and to support the safe reintegration of staff from April, preparations were completed for welcoming staff back to our offices:</p> <ul style="list-style-type: none"> • New guidance reflects emphasis now on ventilation, cleaning and hygiene in line with government guidance. • Face coverings are now no longer required in our offices but can still be worn if staff choose. • Distancing arrangements within the buildings are removed in communal spaces and desks. Meeting room occupancies have been increased. • Sanitising stations are placed in meeting rooms, communal areas and at building entrances for hand hygiene and cleaning surfaces. • There is continued regular cleaning of our offices including touchpoints and surfaces. • New service fire register arrangements are in place at TTH and Sale Waterside for staff to sign in/out and account for teams in the event of an evacuation. • Outbreak control arrangements are in place with Public Health to manage any increasing cases of illness within our workplaces and support business continuity. • The reintegration project team were on hand at meeting points at TTH and Sale Waterside to welcome staff to the offices and provide advice and guidance to staff. • We welcomed back Full Council into the Council Chamber with hygiene and ventilation measures in place. • CO2 monitoring continues to be used as an effective tool for assessing adequate ventilation as our occupancies have increased within our offices and meeting rooms. |
| | Safe delivery of Elections | <p>The elections were again supported to deliver successful arrangements for polling stations, postal votes and the count. With Covid restrictions removed, appropriate safeguards remained in place to support appropriate hand hygiene, cleaning and ventilation at the venues and ensuring staff who were unwell did not participate in the arrangements.</p> |

Health and Safety

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|--|--|---|
| <p>Reintegration: Homeworking Support</p> | <p>Providing a safe and healthy home working environment</p> | <p>Under the Smart Working programme, two of the work styles, ‘home worker’ and ‘hybrid worker’, give staff the opportunity to work in a home environment for all or part of their working hours. The Council had to ensure that we met our legal obligations under workstation and display screen equipment legislation to support these work styles. The Health and Safety Team provided competent advice to Trafford Smart Working Project Team to support our workforce with safe and healthy long term home working arrangements. Key elements of the project were:</p> <ul style="list-style-type: none"> • Improved Display Screen Equipment and Homeworking guidance and toolkits with self-assessment forms to enable managers and staff to effectively assess their workstations and identify any additional needs. • A targeted process with cohorts of staff to support them in completing the assessments and identifying any further equipment required. • Easy access to ancillary equipment and a centralised budget and process for staff to order larger items such as suitable chairs, desks and monitors determined as an assessed need. <p>The process has helped to ensure that DSE and homeworking assessments are in place for staff as appropriate. Nearly 60 chairs and 15 desks have been provided for colleagues where needed and over 60 monitors have been ordered.</p> <p>The Health and Safety Team continue to provide competent support on complex DSE needs and this has been a major focus for the team as part of the process.</p> |
| <p>Covid: Staff at Greater risk</p> | <p>Continuing to support our workforce</p> | <p>Throughout the pandemic, Trafford guidance for services and schools has been provided for staff at greater risk from Covid19 which reflected government guidance. Definitions of these groups has changed as a greater understanding of COVID-19 has developed and the vaccination and booster programme has progressed. Even under the ‘Living with Covid Guidance’ we still wish to support colleagues who remain at greater risk. We have maintained an individual risk assessment process and advice to consult with any staff considered to be at greater risk and how they can be supported with any additional measures.</p> |

Health and Safety

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|---|---|---|
| Health and Safety Competent Advice | Supporting our Services with Health and Safety advice and guidance. | <p>The Health and Safety Team continue to provide competent health and safety support across the Council.</p> <p>Fire Safety arrangements within our Trafford Estate We have been working with our new Estates Team and Amey through the One Trafford Partnership to review fire risk assessment provision in line with our corporate responsibilities for the Trafford Estate.</p> <p>A revised programme of identified fire risk assessments is now underway for our Corporate Estate to ensure we maintain our legal duties under fire legislation.</p> <p>One Trafford Partnership Monitoring Arrangements We have continued to support our Council One Trafford Partnership Client Team in the health and safety monitoring of Amey operations in line with our Client responsibilities. Activities include:</p> <ul style="list-style-type: none"> • Monthly 'HSEQ' meetings between Trafford and Amey to receive health and safety updates and discuss issues • Work programme updates and safety initiatives • Updates on accident notifications and investigations • Supporting 'on the ground' client monitoring to observe working practices <p>First Aid Arrangements As we continue to return to the offices, we're looking at supplementing our First Aiders at Trafford Town Hall and Sale Waterside. We are currently reviewing our first aid arrangements and needs and have a number of courses booked in for staff to attend to either become a new first aider or receive refresher training.</p> <p>We are currently recruiting colleagues who are ideally permanently based at Trafford Town Hall or Sale Waterside five days a week and so would be available to respond to a first aid situation.</p> |

Organisation Development

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|--|---|---|
| Management & Leadership Development | EPIC Manager Virtual Programme Supporting Managers to be EPIC. | <ul style="list-style-type: none"> • We are now on our 20th cohort of the EPIC Manager programme which started in April. The feedback is still positive and we've received a couple of specific e-mails from delegates as to how they've applied their learning in practice which has positively improved their leadership skills. We have refreshed the EPIC Manager Health and Wellbeing workshop to be in line with post Covid ways of working and recent data from the annual CIPD health and wellbeing employer survey. We have also completed work on our EPIC Managing By Outcomes workshop which is now launched and promoted and also reflects the hybrid working approach. • We have reviewed our training offer to ensure that all materials reference and make discussion to the revised vision, corporate priorities and outcomes. • We continue to promote our Coaching for Managers service and have now created coaching pages on our intranet pages to encourage a coaching culture in discussions. • We will be developing a timetable for our Micro Learn sessions and are managing this alongside the training plan for Microsoft M365 lunch and learn sessions and a known training programme in Children's Services. • We also continue to support individual teams with interventions based on identified leadership needs. This includes working with Children's Services supporting their Leadership Forum's and SMT on change and resilience. |
| Management & Leadership Development & Succession Planning | #LEAP Programme Supporting individuals who aspire to step up and make an EPIC LEAP into management. | <ul style="list-style-type: none"> • The first cohort of the LEAP Management Programme is now 14 months in to programme and are now preparing for their EPA. One of the first cohort has gained a promotion to a higher graded manager role in music services. • A second cohort started with 7 council employees in May 2022. • We are now investigating offering cohorts for level 5 and level 7 Leadership and Management apprenticeships. |

Organisation Development

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|------------------------|---------------|--|
| Health & Wellbeing | Interventions | <ul style="list-style-type: none"> • In response to the challenges of the rising cost of living, we have strengthened our financial wellbeing intranet pages to provide clearer signposting to our staff benefits and savings schemes, general financial support, top tips and advice on managing debt. We've also included a section on mental health and information reminding colleagues of the importance to talk about any financial worries. We have also signposted to our internal Trafford Services including the Welfare Rights team and will be working with them on a lunch and learn session for colleagues. • We are working with key colleagues in Public Health and our Equalities officer in mapping and planning all training, communication and engagement in the two key areas of health and wellbeing and equality, diversity and inclusion. This is in recognition of the significant overlap and interdependencies in supporting colleagues to be their best selves at work. The plan is to ensure a balanced approach with due consideration to the corporate priorities and key strategies. This will also consider member development in these areas. • We are currently working to re-establish a Health and Wellbeing Strategy Group, which was in place pre-pandemic. This will consist of a group of colleagues from Public Health, HR, OD, Communications, CCG and Trade Unions to have strategic oversight of activities supporting our Health and Wellbeing Strategy, and will feed into the combined H&WB / EDI agenda. |

Organisation Development

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|------------------------|-------------------------|--|
| Health & Wellbeing | Mental Health Support | <p>Mental Health First Aid The Council and CCG Mental Health First Aid Network consists of passionate staff volunteers from both organisations. The team are a point of contact if colleagues, or someone they are concerned about, are experiencing a mental health issue or emotional distress. We recently trained 6 new colleagues to join the network. As well as providing support when needed, our Mental Health First Aiders also regularly support mental health campaigns and facilitate 'Tea and Talks' both at our offices and on Microsoft Teams.</p> <p>Mental Health Awareness Week – (9-15 May) With a theme of the impact of loneliness, colleagues from our Mental Health First Aid network and Public Health team put on a range of activities to help colleagues to connect – one of the 5 ways to wellbeing. Activities included mental wellbeing stalls at Sale Waterside and Trafford Town Hall, Tea and Talks, guided walks and signposting to a range of resources.</p> |
| Wellbeing | Promoting Active Travel | <p>The Trafford Council Staff Active Travel Group consists of passionate colleagues, supporting sustainable staff travel and wellbeing when commuting, when travelling within work and to positively impact outside of work too.</p> <p>A range of work has already been supported including videos of the cycle and changing facilities at Trafford Town Hall and Sale Waterside, improved active travel information for new employees in their induction pack, launch of an active travel survey to obtain useful data on travel behaviour and promotion of regional and national active travel campaigns.</p> <p>The group also delivered their first Active Travel Week in May, with free cycle servicing, led walks and a smoothie bike giving a nutritious drink by pedal power.</p> |

Organisation Development

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|------------------------|--|---|
| ED&I | Embedding ED&I into the learning offer at Trafford | <ul style="list-style-type: none"> • We continue to monitor the completion of the mandatory e-learning and report regularly to directorate leads to encourage completion. • We are working with our Equalities Officer in consideration to the training, communications and engagement plan for the coming few years in line with the corporate priorities and equalities strategy. The plan will look at specific needs of different directorates and also consider the data we hold on both employees and residents of Trafford to ensure training is targeted and proportionate. The plan will be joined with a similar approach on health and wellbeing ensuring our staff feel they can be and bring the best of themselves to work everyday. • We've completed a review of our Values Based Recruitment course and as part of this are looking to create a communication channel of those trained so we can encourage them to reach out in finding more diverse panel members and reduce the risk of unconscious bias in recruitment. |
| Childrens' Services | Supporting CS redesign project | <ul style="list-style-type: none"> • We continue to work alongside the project team with the service re-design and provide on-going support to the Senior Leadership Team. This includes supporting their work on recruitment and retention approaches through their People Steering Group. • We are also offering support to the fortnightly Children's Leadership Forums and have facilitated discussions and actions around resilience and change following training they have received through an external provider. • We are still continuing to offer change management support and have discussed and promoted our course offer through the phase 2 service re-design. |

Organisation Development

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|---------------------------|--|---|
| Member Development | Enhance development opportunities for elected members. | <ul style="list-style-type: none"> • 2 Members attended the LGA Climate Emergency Programme, the Member Development Steering group are keen to roll out this training as part of one of our key priorities and as a cross cutter for the other 2. This course has had exceptional feedback and we are researching a blended approach to learning. • 20 Members attended Gypsie and Traveller training. The executive have now agreed to roll out this training to key officers and partners, to support this community due to changes brought in by the PCSC Bill. • We have planned and developed our induction approach for new and current Members for the May 2022 elections. This is a blended approach, utilising our internal, LGA and NW Employer resources. Feedback from last year's induction has allowed us to focus on the practical skills needed for new members and a warm welcome. |
| Engagement | Supporting, designing and delivering Let's Talk sessions for leaders and colleagues. | <ul style="list-style-type: none"> • Let's Talk Events – We continue to support the organisation and delivery of our Let's Talk sessions to all colleagues and leaders. We supported 3 "Leaders" events in February and March 2022. These sessions focused on CLT & Executive updates, along with sharing the current in year budget position and final position for 22/23. Additionally our CEX shared our current strategic approach to the next 3 years and outlined how we plan to meet our challenges through our Finance and Change Board. This was a first opportunity for leaders across the organisation to help shape the programme and feedback how they would like us to keep them and their teams engaged as we move forward. • We are undertaking a Best Companies Engagement Survey and will be launching the survey 06 June. We have created a number of intranet pages in advance of the survey launch to re-familiarise colleagues with the work undertaken since the last survey, through a "you said.... We heard" campaign. We have also review the 70+ statements on the survey and reduced these to 55 statements. This was based on feedback last time on the number and relevance of some statements. We continue to prepare the data and comms in anticipation of our launch date. • We continue to support our colleagues in Adult Services following on from the launch of their internal "wellbeing survey" which was undertaken in September 2021. Alongside analysing the survey outputs and supporting with facilitation of the EPIC taskforce focus group meetings, we have supported with the design and delivery of the "hold the mirror" event which shared feedback and work done to date with senior leaders in Adults/GMHH. The event took place in May at Stretford Public Hall. |

Organisation Development

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|-------------------------------|---|---|
| Reward and Recognition | Reward and Recognition schemes | <ul style="list-style-type: none"> • Our Long Service Awards event took place virtually on 29 March. In total 40 people attended and stories and comments were shared on the great experience and contributions these colleagues have made, and continue to make to the lives of people in Trafford. The ceremony included a video that the team developed on interesting facts in 1996 and also a quiz on retro food, toys, music and TV of the 90's. • Our EPIC Stars scheme continues to run monthly. Engagement in the scheme has varied from month-to-month, with 74 nominations received since February. We will continue to promote the scheme via corporate communications and via training and other engagement events. • We are currently exploring options for our annual Staff Recognition Awards and Long Service Awards for the coming year. In support of the Finance & Change agenda we are considering options to make these events as cost effective as possible whilst still meaningfully celebrating colleagues who have excelled in their service for the Council. We will be exploring options to deliver our Staff Recognition Awards with and without sponsorship from local businesses, and the possibility of combining this event with the Long Service Awards. |
| Personal Development | <p>Coaching provision At Trafford Supporting colleagues to develop and grow.</p> <p>Mentoring support for Trafford College Students</p> | <ul style="list-style-type: none"> • In line with our people strategy objectives and acting upon feedback from our b-Heard engagement survey we are developing our coaching offer for managers and colleagues. • Our pool of qualified coaches will then support us to coach colleagues with their personal and professional development. • The first of our Coaches are due to complete their apprenticeship in June 2022. • We currently have 10 colleagues undertaking this apprenticeship and 27 colleagues undertaking a coaching relationship with a qualifying coach, this includes 10 (LEAP attendees). • Following a series of meetings with Trafford College the scheme is planned to launch in September 2022. |

Organisation Development

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|-------------------------|--|---|
| Microsoft 365 Programme | Roll out of M365 software across the council | <p>The Organisational Development team are working alongside the IT and Digital team in supporting different elements of the M365 programme. This includes:</p> <ul style="list-style-type: none"> • Completion of a training plan (commencing in June) for those colleagues who have been through the M365 room and had their laptops upgraded. The initial round of training will consist of three sessions which colleagues can book on to focusing on time saving tips in using existing tools such as Microsoft Teams: <ol style="list-style-type: none"> 1. Introduction to the Cloud; an overview to M365 and office.com – a great course for those that feel they need to understand more about how it comes together. 2. Managing Personal Files; insights into using your personal storage space, OneDrive – accessing it off any device, co-authoring and maintaining a single version of the truth. 3. Top Tips to Boosting your Productivity; demonstrating our top 8-10 functions that we believe improve how people currently work today, for example, the use of FindTime for booking meetings. • Supporting the development and role of the Digital Champions with planning in place for regular champions engagement sessions. A group of Digital Champions will support with trialing and providing feedback on the initial training sessions and ensuring that the content is pitched at the right level to support understanding for those who are less digitally confident, as well as those who are keen to learn and find out more. • We have also taken a T Level student from Trafford College to support with our work transferring data from our existing intranet sites to SharePoint alongside other IT development work in the team. |

Organisation Development

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|---|--|---|
| <p>Social Work Development</p> <p>Children and Adult services</p> | <p>Assessed and Supported Year in Employment (ASYE)</p> <p>Student placements</p> <p>Social worker degree apprenticeship</p> <p>Step Up to social work</p> | <ul style="list-style-type: none"> • We continue to offer a programme of support and assessment to our newly qualified social workers in their first year, this involves a protected caseload, additional 1:1 supervision and assessment against the Knowledge and Skills Statements • 13 NQSWs in Children’s Services; 7 NQSWs in Adult Services • Facilitated learning sets 6 weekly in Adults and Children’s services to develop knowledge and skills • 6 weekly case reflective sets for NQSWs in Children’s services • ASYE Assessor support group meeting quarterly • 17 social work placements this academic year (8 adults, 9 children’s) • Experienced Social workers are supported to train to be practice educators, to facilitate and assess social work students on their final placements and complete PE CPD associated with this role • 30 month programme for staff in children and adult services to train to be social workers in partnership with Manchester Metropolitan University, via the apprenticeship route (using the levy). • Cohort 1 (2019-2021) 4 staff qualified via this route in Sept 2021 • Cohort 2 (2020-2023) 6 staff members mid-way through their degree programme, while working full time • Cohort 3 (2021-2024) 5 staff members have started the programme and enjoying this great learning opportunity • 3 students have joined Trafford from the GM Step Up to social work partnership. This is a fast track post graduate social work training, which is completed in 15 months. |

Organisation Development

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|---|--|---|
| <p>Social Work Development</p> <p>Children and Adult Social Care</p> <p>Adults</p> | <p>Training</p> <p>Trafford Learning Academy: Schools and Colleges Engagement programme</p> <p>Career aspirations support</p> | <ul style="list-style-type: none"> • Regular programme of essential and mandatory training courses for adult’s and children's social workers and social care staff. • Strengthening Practice continue with their large scale training programme across all areas of Early help and Children's social care, currently focussing on assessment skills. • Research in Practice supports all social work and social care staff with evidence informed practice via a host of online resources and events. • Developing a work experience database for school students identifying secondary schools per locality and the neighbouring social care services. Inviting services to offer work experience and follow up conversation post experience for students to gauge interest in ASC. • School leaver apprenticeship offer for 2 not 3 apprentices. Advert to go out on greater jobs summer 2022 for start in September 2022. • Provide 1:1 support to workers regarding career aspirations. • Facilitating Research in Practice learning sets for SW and non SW qualified ASC workers who have an aspiration to become a SW. |

Policy, Reward and Workforce Intelligence

| People Workstream Area | Work Summary | Key Outcomes / Deliverables |
|---------------------------------|---|---|
| Annual Pay Award 2021/22 | Negotiations for this year's pay award were protracted - for most staff groups it was finally agreed late February. | <ul style="list-style-type: none"> • Keeping abreast of national negotiations. • With ballots for Industrial Action from two unions, prepared for the possibility of a strike – however no mandate for strike action from our main union. • Working with GMSS to ensure that uplifts correctly implemented in April pay for staff on: NJC; Soulbury, and; JNC for Chief Officers. • Communicating with staff. |
| Gender Pay Gap reporting | Statutory requirement to publish our GPG by end of March based on pay data from the previous March. | <ul style="list-style-type: none"> • Hourly rate for all staff in scope calculated in line with the national guidance. • Headline median and mean GPG figures calculated for our statutory reporting requirements and gaps calculated for various other cohorts to help us to understand what is contributing to our GPG. • Analysis of all the data to explore any issues and consider actions to reduce the gap. • The Equalities Steering group and Working group to consider the report and measures to add to the Equalities Action Plan. • Trafford Council's overall mean pay gap is 8.14% and the median is 10.77%, both in favour of male employees. The figures for 2020 were a mean pay gap of 9.75% and a median pay gap of 15.46%. We have seen a positive change in our pay gap and particularly so in terms of the median figure. |
| Service Redesign Policy | Full review of our organisational change framework and guidance | <ul style="list-style-type: none"> • Research and benchmarking. • Reviewed in line with best practice and legislation. • Policy produced which clearly outlines the end-to end process and the roles and responsibilities of key stakeholders in the process. • Paper taken to Corporate Leadership for sign-off. • Intranet pages created providing guidance on the Service Redesign approval process and planning and implementing Service Redesigns. |

Policy, Reward and Workforce Intelligence

| People Workstream Area | Work Summary | Key Outcomes / Deliverables |
|--|--|--|
| Covid Guidance | Following the removal of restrictions and the move to living with COVID our COVID related policies and guidance were reviewed and updated. | <ul style="list-style-type: none">• Reviewed the workplace implications of living with COVID.• Paper went to CLT.• Updated policy position and guidance agreed.• Updated guidance published on the intranet and communicated to both managers and staff. |
| Occupational Health SLA for Schools | Schools have the option to access the Council's occupational health provider through purchasing the Occupational Health SLA. | <ul style="list-style-type: none">• Analysis of income generated and cost of delivery completed.• Based on this the cost to schools per employee was determined.• SLA set up on Trafford Services for Schools purchasing platform.• Communicate the SLA to schools. |

Policy, Reward and Workforce Intelligence

| People Workstream Area | Work Summary | Key Outcomes / Deliverables |
|---|---|--|
| <p>New Additional Voluntary Contribution (AVC) pension benefit salary sacrifice.</p> | <p>Introduce and implement a shared Cost Additional Voluntary Contribution scheme for staff who are a member of the Local Government Pension Scheme (LGPS). Enabling savings alongside the main pension scheme, helping staff enjoy a more comfortable retirement.</p> <p>The pension benefit is offered through a salary sacrifice arrangement which means that you make tax and National Insurance savings on the amount that goes into this additional pension pot. For example, if you are a basic rate tax payer and you put £100 in your scheme each month, the net cost to you from your take home pay is only £66.88.</p> <p>We are working with AVC Wise who, as experts in this field, will be responsible for managing and administering this new benefit for the Council.</p> | <ul style="list-style-type: none"> • Procurement exercise undertaken • Contract issued and accepted in March. • Identified current AVC members and exclusions. • Sent introductory note to current AVC and GMPF members. • Presentations held for staff during April/May (Teams). • Reviewed and signed off template scheme documents for the intranet site. • New payroll element set up by GMSS. • Payroll deductions applied in June pay for those who have signed up. • Continued promotion of the new benefit. |

HR Operations Team

| People Workstream Area | Work Summary | Key Outcomes / Deliverables |
|-----------------------------------|---|--|
| Employee Relations | Providing professional employment law advice on a wide range of employment issues, for a wide range of customers. | <ul style="list-style-type: none"> • Responding to, and supporting Managers in addressing complex employment matters. • Co-ordination of service redesign and TUPE activity. • Effective risk assessment and progression of employment matters. • HR advice and support to Chair/Members at formal Hearings and Appeals. • Regular liaison with Trade Union colleagues to identify and resolve issues at an early stage. • Engagement / liaison with ACAS and the Employment Tribunal, as appropriate. |
| Development / Enhancements | | <ul style="list-style-type: none"> • Support with the development of Manager Guidance and Policy. • Support in development of Manager training in specific HR matters, to give managers the skills and confidence to appropriately address employee relations activity. • Continuous improvement and review of internal HR processes to ensure clarity, efficiency and accuracy. |

HR Operations Team

| People Workstream Area | Work Summary | Key Outcomes / Deliverables |
|-----------------------------|------------------------------------|---|
| HR Service Level Agreements | HR SLA's for Sept 22 - – Aug 23 | <ul style="list-style-type: none"> • Publication of 2022 /2023 SLA delivery. • Completion of SLA for CCG. • Exploration and exploitation of new business opportunities. |
| Training | HR Updates | <ul style="list-style-type: none"> • Continuation of termly breakfast briefings for senior leaders in schools. • Co-development and delivery of rolling programme of briefing sessions to Managers on key / core HR themes. |
| Traded Services (Schools) | HR Service Delivery | <ul style="list-style-type: none"> • Programme of review of all schools' policies, ensuring finalised documents and guidance is published on TSE website. • Continued engagement with legal and recognised Trade Unions representatives to review terms of reference and attendance of JNC meetings and Schools Panel meetings. |

HR Operations Team

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|---|-----------------------------|---|
| HR Service Delivery: Large Redesign Projects | Children's Service Redesign | <ul style="list-style-type: none"> • Phase 2 Redesign programme underway, which focuses on two service areas: No Wrong Door (NWD) and Early Help. <ul style="list-style-type: none"> a) NWD consultation completed, implementation phase underway. b) Planning for Early Years consultation underway, anticipated implementation date Autumn 2022. |
| | CCG TUPE-Out to ICS | <ul style="list-style-type: none"> • Continued support to the CCG with the safe transfer of people into the Integrated Care System (ICS). • Transfer Date on track for 01 July 2022. • Continued Trafford representation on the GM Human Resources Delivery Group which includes HR representatives from the 12 sender organisations. The purpose of the group is work collectively and collaboratively delivering the HR work plan to support the ICS safe transition and to support the establishment of the new ICS statutory body. • Currently on track in the delivery of the HR elements ICS Programme Plan and are working collaboratively with colleagues from MHCC to share resources, approach and best practice. |

Trafford Resourcing Function

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|--------------------------------------|--|---|
| Resource Hub/BAU: Recruitment | To ensure continuity of recruitment activity across the Council, and traded services | <ul style="list-style-type: none"> • Continue to monitor the resources funded via the COVID contain grant post March 22. Also undertaken a review of lessons learnt to identify any further improvements that we can put in place in Resourcing • In the last 12 months (June 21/22) we have recruited 467 new starters of which 169 were internal (36.2%). • We are currently recruiting to c184 vacancies (excl. OSfE). • We supported the Council with the resourcing for the elections count on 06 May 2022 recruiting in excess of 220 volunteers including Count Supervisors, Counters and Receipt volunteers. • Supported the recruitment of internal staff resources to help deliver the schools weigh in programme. • Supporting the recruitment of additional internal resources to work with the Ukrainian Project Teams who are supporting Ukrainian families and individuals coming into Trafford. To date the resources include: 2 x Admin & Data Processors & 1 x additional FTE is currently being recruited, 1 x Project Co-Ordinator, ESOL Assessors (via agency), 1 x Tenancy Support Officer (agency) and 1 x School Admissions Officer currently being recruited to. • Continuing to support Adults to develop a recruitment & retention strategy including a directorate wide recruitment drive/campaign, the development of a more joined up and co-ordinated approach to advertising their vacancies across the service. The service is looking to engage an external partner to deliver a recruitment campaign which will connect to the Social Worker community and help raise the profile of Trafford Council – with the aim of reducing temporary staffing costs and recruiting to more permanent & stabled workforce. • Adults have been working with MFT to scope out 4 x Neighbourhood Strategic Leads aligned to neighbourhoods – we are supporting the recruitment to these roles. 2 x Adults roles will be advertised internally in the first instance. • Supporting Adults with their Service Manager recruitment. • Supported a number of café events out in the community to promote careers in Adult Social care. • Provider Services – we supported/developed several social media campaigns to promote Support Worker opportunities and CVs are still coming into the Resource Hub. This has not only helped reduce agency spend but contributed to a more stable permanent workforce. |

Trafford Resourcing Function

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|--|--|--|
| Resource Hub/BAU: Recruitment Cont. | To ensure continuity of recruitment activity across the Council, and traded services | <ul style="list-style-type: none"> • Rolling out our new Application Tracking System across the Council which will improve the overall recruitment experience for candidates and managers and continuing to identify and make other improvements within the resourcing function e.g. there is now a dedicated resource lead/point of contact for each Directorate. • Exploring the potential of a digital on-boarding module which will streamline administration, help build a consistent brand & engaging experience for every new starter – reducing time & costs. The digital pre-boarding will create a consistent, reliable & friendly culture & insight into our EPIC values. Meeting with Midland for a walk through the on-boarding system 24/6. • Worked closely with GM colleagues to make further improvements to the Greater Jobs website based on feedback from users, which will improve their experience e.g. when users click apply it will take them straight to the application rather than to the advert link, taking out an extra stage in the process. The changes went live in April. • Work ongoing on position reference numbers & Business Case project to improve the processes and ensure an efficient and simplified process going forward. • Continuing to support the delivery of Values Based Recruitment Training – we deliver one session each month which have been well attended and feedback had been really positive in particular the section on unconscious bias. • Our IT & Digital service are facing significant challenges recruiting to a number of priority roles due to the limited pool of IT & digital talent across the industry and competing higher pay rates in the private sector. Recruitment are supporting them to identify a number of options and one of these is to engage an external IT specialist recruitment company to work in partnership with to help recruit to these roles – initially 8 roles have been identified. • Continuing to support Children’s with their recruitment and retention strategy. A member of the Recruitment Team meets with the Strategic Lead for Practice Improvement & Learning twice weekly to review permanent and agency recruitment. • Working with Children’s & Communications to develop recruitment campaign and strategy to replace the Tripod campaign. • Supporting OSfE with their recruitment challenges and reviewing options to support recruitment and retention. |

Trafford Resourcing Function

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|--|---|--|
| Kick-Start | Supporting 16-24 year olds to gain meaningful high quality placements and job opportunities | <ul style="list-style-type: none"> • We recruited 14 young people to our final cohort 3 and this included 1 external placement. Cohort 3 continued their wrap around support sessions with the OD team. Each young person received a 121 session with the OD team to discuss the first part of their placement and their aspirations after the placements ends. • One of the young people from cohort 3 has already secured a temporary band 3 role with the Council until end of March 2023 and another one has secured a permanent career graded role in Registrars. A 2nd vacancy in Registrars will also be considered for our remaining Kickstarters to apply for. One of our schools has a Kickstarter on placement with them and wants to offer them an apprenticeship. We have a band 3 opportunity in the Ukrainian Project Team that they are being considered for. We will continue to support them to apply for any suitable vacancies prior to the end of their placement. |
| Apprenticeships and Work Placements | Supporting and developing skills and opportunities to colleagues in Trafford. | <ul style="list-style-type: none"> • We have 7 existing employees enrolled on our 2nd Cohort - Leap into Leadership Apprenticeship. • Social worker apprentices: Our second cohort of 5 apprentices across children's and adult services are starting their placements in statutory teams, to enable them to be ready for their End Point Assessments early next year. The 3rd cohort have started their second year and are looking to undertake 10 days contrasting learning in the next few months to broaden their experience and knowledge of services outside their substantive post service. • Adults are creating 2 x Adult Social Care apprenticeships aimed at school leavers (Pilot) – looking for them to start in September. • ICT are creating 3 x ICT & Digital apprenticeships: 1 x Level 3 Azure Cloud Support Specialist and 2 x Level 4 – Software Engineer and a Development Ops Engineer. • One of our former Kickstarter's who secured a permanent role in STAR Procurement is going to be undertaking a Level 4 CIPS Apprenticeship. • Creating a Level 3 Digital apprenticeship in the Inclusive Economies Team to support the employment and skills agenda. |

Trafford Resourcing Function

| People Workstream Area | Work Overview | Key Outcomes / Deliverables |
|---|--|---|
| <p>Apprenticeships and Work Placements cont.</p> | <p>Supporting 16-24 year olds to gain meaningful high quality placements and job opportunities</p> | <ul style="list-style-type: none"> • Work experience requests started to come in for placements in June/July 2022. These could possibly have been accommodated with 3 young people going on placement in the Election Team and also spending time with the Leaders Political Assistant. A planned refresh of the council’s work experience offer is planned for Summer 2022. • The 2nd cohort of students from Loreto College started their placements. This includes a week of training delivered by Access Trafford. |
| <p>Apprenticeship Levy Transfers</p> | <p>Help maximise the levy spend and support businesses in Trafford to take on an apprentice</p> | <ul style="list-style-type: none"> • To date we are funding 7 Trafford businesses via our levy transfer process which includes 12 Trafford residents undertaking an apprenticeship including 6 x Adult Social Care Apprenticeships and 1 x Early Years. |
| <p>T-Levels</p> | <p>Support meaningful 45 day placements for Trafford College T-level Students.</p> | <ul style="list-style-type: none"> • The first review for our pilot T-level student from Trafford College took place. Both parties agree the placement is going well and the young person is benefiting from work experience but also increasing their confidence. The pilot placement has been nominated for a partnership award at the Trafford College Awards which took place in late May 2022. An additional placement is being planned for the communications team starting in June 2022. |

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 27 June 2022
Report for: Information
Report of: Angela Beadsworth, Interim Director of Human Resources

Report Title

Agency and Consultant Spend for Period 1st April 2021 to 31 March 2022

Summary

This report details the annual spend for the Council on agency workers and on consultants who were engaged over that period. Spend is broken down by quarter and by Directorate with an overview of the reasons agency and consultants were required to supplement the Council’s workforce to meet temporary resource needs.

Recommendations

That the content of this report is noted.

| | |
|---|---|
| Relationship to Corporate Priorities | This report aligns with the council’s Corporate Priorities in respect to ‘Thriving places’. |
| Relationship to GM Policy or Strategy Framework | None |
| 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 |
| Carbon Reduction | 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 |

Summary of key stakeholders involved in report production:

Name: Tracey Sefton, Interim HR Strategic Resource Lead

Extension: x 4131

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 - vacancies are subject to approval by the relevant Corporate Director with HR and Finance supporting information. The aim is to recruit to posts as quickly as possible, however ensuring that we follow the process and firstly consider employees on notice from redundancy (redeployees), "at risk" staff (those employees where there is a real risk of redundancy) and apprentices before advertising openly.
- 1.2 It is however recognised that there will be circumstances whereby there are immediate resourcing needs that are predominantly short term in nature and require access to time limited and/or specialist skills that cannot be found within the organisation, or where cover is required for day-to-day absences. There are also roles for which we have recruitment and retention difficulties. For these reasons, access to temporary agency support is essential to meet critical gaps in service provision. In some cases, due to the specialist nature of the work, consultants are required.
- 1.3 Appendix 1 details the spend breakdown for quarter 4 – 2021/2022.
- 1.4 Appendix 2 provides a breakdown of assignments that were still active on 31 March 2022.
- 1.5 The agency costs for the quarter have been met from within existing staffing budgets to support services whilst they have been restructuring, reshaping and recruiting to vacant posts, thus ensuring that statutory obligations are met on a day-to-day basis. A small number of roles in Adult's have been funded from the Contain Outbreak Management Fund (COMF) Contain Grant, along with an Interim COVID Programme Director engaged by Strategy & Resources.

2. Summary Agency Spend Position

- 2.1 The total agency spend in 2021/2022 was £6,191,468.70 (includes REED Agency: £4,419,326.15 and the new Social Worker Agency Framework: £1,772,142.55). This is a significant increase of 43.48%, equating to an increase of £1,876,381.70 compared to the previous year's total of £4,315,087. The position for the 4 most recent years can be seen in the table below, which shows increases year on year.

| 2018/19 Total | 2019/20 Total | 2020/21 Total | 2021/2020 Total |
|---------------|---------------|---------------|-----------------|
| £2,081,312 | £2,717,933 | £4,315,087 | £6,191,468.70 |

2.2 There have been varying patterns of spend within directorates over the 12 months period 2021/2022. Please see the table below which details spend each quarter by directorate.

| Directorate | Q1 | Q2 | Q3 | Q4 | Total |
|-------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Adults | £325,586.20 | £319,624.14 | £317,378.61 | £281,767.04 | £1,244,355.99 |
| Children's | £812,278.89 | £1,076,569.27 | £1,286,293.68 | £1,130,533.89 | £4,305,675.73 |
| F&S | 0 | 0 | £5,551.61 | £9,455.70 | £15,007.31 |
| G&CS | £66,883.91 | £82,366.36 | £107,036.65 | £122,450.31 | £378,737.23 |
| Place | £42,545.05 | £30,406.57 | £28,829.42 | £27,661.77 | £129,442.81 |
| S&R | £59,566.31 | £21,602.85 | £15,802.38 | £21,278.09 | £118,249.63 |
| Total | £1,306,860.36 | £1,530,569.19 | £1,760,892.35 | £1,593,146.80 | £6,191,468.70 |

2.3 Spend for each Directorate for this year and the previous year is summarised below, with a detailed explanation of activity and trends in the following section.

| Directorate | 2020/2021 | 2021/2022 | % Increase (+)/Decrease (-) |
|-------------------|-------------------|----------------------|-----------------------------|
| Adults | £714,607 | £1,244,355.99 | 74.13% (+) |
| Children's | £3,056,257 | £4,305,675.73 | 40.88% (+) |
| F&S | £14,878 | £15,007.31 | 0.87% (+) |
| G&CS | £392,796 | £378,737.23 | 3.58% (-) |
| Place | £33,564 | £129,442.81 | 285.7% (+) |
| S&R | £102,985 | £118,249.63 | 14.82% (+) |
| Total | £4,315,087 | £6,191,468.70 | 43.48% (+) |

3. Directorate Overview

3.1 Children's Services

3.1.1 The total agency spend for Children's in 2021/2022 was £4,305,675.73 (includes REED: £2,611,740.96 and the Social Worker Agency Framework (SWAF): £1,693,934.77).

3.1.2 This is a significant increase when compared to total spend in 2020/2021 which was £3,056,257 – spend in 2021/2022 increased by 40.88% (£1,249,419.73).

3.1.3 The spend is predominantly on all qualified social worker roles which was £3,479,228.89. This is an increase of £840,923.12 in spend on all qualified social workers when compared to 2020/2021 which was £2,638,365.77. The largest spend was on Level 3 Social Workers which was £2,626,790.96 (61.01%). Although spend on Level 3 Social Workers has increased by

£753,058.16 when compared to 2020/2021, percentage spend is very similar in 2020/2021 which was £1,873,732.8 (61.31%). The next largest spend in 2021/2022 was on Team Leaders which was £584,983.96 (13.59%), Strategic Lead Front Door & Social Care at £261,030.22 (6.06%), Service Manager at £249,643.29 (5.8%) and Strategic Lead Quality & Improvement at £157,978.45 (3.67%).

- 3.1.4 We still have a reliance on agency workers from other providers which we engaged via the Councils new Social Worker Agency Framework (SWAF) in addition to REED, our umbrella agency. This is because we haven't been able to meet our staffing requirements through REED alone. The spend in Children's via the SWAF in 2021/2022 was £1,693,934.77, which is an increase when compared to spend via SWAF in 2020/2021 which was £1,517,818.31. The largest spend via SWAF was spent on Level 3 Social Workers which was £1,466,614.66 (86.58%). The second largest spend via the SWAF was Team Leader which was £166,666.12 (9.84%). The service will continue to monitor this situation and ending assignments as soon as permanent workers have commenced in post.
- 3.1.5 The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable children. The interim staffing need is primarily required to cover staffing resource gaps, created as a result of short-term staff absences or whilst recruitment to permanent posts is underway and cover is critical to ensure that service users receive the appropriate level of care and support.
- 3.1.6 There are varying reasons for high agency spend which, in part, are linked to the national challenges around recruiting and retaining experienced front line social workers. Work is already underway to help combat some of the challenges and to support a more stable workforce e.g.: Investing in our people steering group. HR are also continuing to support the service in a number of areas: -
- Service redesign and work is progressing on the recruitment and retention strategy required in the service.
 - working with the service in support of their training programme with Strengthening Practice and sharing EPIC Manager programme content, to ensure that there was a commonality of language and approach.
 - Attending their EPIC Leadership Masterclasses the first of which was on resilience and supporting leaders and managers put the learning into practice with themselves and their teams.

- 3.1.7 HR are continuing to work in partnership with the Strategic Lead - Practice and Improvement, to implement the resourcing strategy to robustly reduce the agency resource requirements by, fully understanding the resistance to consider a permanent contract with Trafford, and, highlighting the total reward package and development opportunities available to agency workers who wish to move into permanent employment status. This will be done via focus groups for current agency workers and will be a continuous engagement, communication and information sharing session which will aid Trafford to understand current market / labour trends and thinking.
- 3.1.8 Recently there have been calls (ADCS, Joint Letter, 27 April 2022) for a national policy response to tackle the issues of recruitment and retention within the Children's Social Care Sector, which propose the need for national early career requirements, standardised pay and conditions, alongside a national communications strategy.
- 3.1.9 We have in place 1 FTE Senior Learning and Development Officer, to support staff with their professional development across children and adult services, as well as, coordinating students and mentoring the practice educators of social work students on placements. This role is supported in each service by senior practitioners who provide additional support to newly qualified social workers undergoing the Assessed and Supported Year in Employment (ASYE).
- 3.1.10 We have a successful social worker apprenticeship programme and are currently planning the recruitment of our fourth cohort of 6 staff to support on the 30 months degree programme to start in September 2022.
- 3.1.11 We are part of the Greater Manchester Step Up partnership, which is a 15 month post graduate fast track route into social work. We are supporting three Step Up students, who are currently on their first placement in adult services. They will start their final placement in children's services in September and qualify in February 2023. We have 2 units of 4 students each, following the Frontline programme. These students are guaranteed a job on successful completion of their course in September 2022, starting in January 2022. For several years we have supported two Frontline units, this is a 12 month post graduate route into Children's social care.

3.2 Adult Services

- 3.2.1 The total agency spend for Adults in 2021/2022 was £1,244,355.99 (includes REED: £1,166,148.21 and the Social Worker Agency Framework (SWAF): £78,207.78).

- 3.2.2 Although spend has reduced over each quarter in 2021/2022 (by 13.46% between Q1 and Q4 which equates to a reduction of £43,819.16), total spend in 2021/2022 has increased by 74.13% (£529,748.99) when compared to total spend in 2020/2021 (£714,607).
- 3.2.3 The majority of spend was on all qualified social workers which was £707,344.47 (56.84%). The largest spend was on Level 3 Qualified Social Workers which was £670,610.7 (53.89%), followed by Support Workers at £358,233.63 (28.79%), Team Leaders at £152,945.99 (12.3%) and Service Manager at £36,733.77. £112,932.91 (9.8%) of the agency spend was funded from the COMF Contain Grant to engage additional temporary resources during the pandemic to support hospital discharges. The internal Resourcing service have been supporting Supported Living and Ascot House to recruit Support Workers via several social media campaigns which has helped reduce the reliance on agency workers. Spend on Support Workers has reduced over each quarter in 2021/2022. In Q4 2021/2022 the agency spend on Support Workers has reduced by 61.3% (£42,657.57) compared to Q1 2021/2022 (£110,223.16). Spend on Team Leaders has also reduced from £51,062.89 in Q1 to £22,821.55 in Q4.
- 3.2.4 Adults still have a reliance on agency workers from other providers which we also engaged via the Councils new Social Worker Agency Framework (SWAF) in addition to REED our umbrella agency. This is because we haven't been able to meet our staffing requirements through REED alone. Adults spend via SWAF in Q4 2021/2022 is £78,207.78 which has increased when compared with 2020/2021 which was £3739.05. The agency spend via SWAF for 2021/2022 was spent on Level 3 Social Workers. The service will continue to monitor this situation and ending assignments as soon as permanent workers have commenced in post.
- 3.2.5 The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable adults. The interim staffing need is primarily required to cover staffing resource gaps, created as a result of short-term staff absences or whilst recruitment to permanent posts is underway and cover is critical to ensure that service users receive the appropriate level of care and support.
- 3.2.6 Our new Trafford Learning Academy seeks to provide an innovative approach to recruiting, growing and retaining our adult social care workforce and can be found at the following link <https://www.traffordlearningacademy.co.uk/>. The academy will provide a mechanism for a rolling recruitment programme stemming from an engagement programme with schools and colleges to promote and inspire adult social care as a rewarding career choice. The

school and engagement project is becoming more established within schools, and offers initial myth busting sessions to young people about what a career in adult social care is really like. Trafford Learning Academy is building strong connections with schools offering Health and Social Care GCSE; currently there are 4 schools offering this but will increase to 5 in September 2022 and 6 in September 2023. Trafford Learning Academy is now a school enterprise advisor for Altrincham College and Flixton Girls School.

- 3.2.7 Trafford Learning Academy provides a range of support to aid staff retention, such as, social work forum, confidential support around career aspirations or frustrations, 1:1/ group learning support where required around specific areas of learning, and mentorship for apprentices.
- 3.2.8 The Adults Workforce Development Group continues to assist and oversee workforce development across Adults Directorate and will align closely with the other DASS and Trafford Strategic Safeguarding Partnership sub-boards to enable shared working wherever there is shared priorities.
- 3.2.9 There is a paper on this committee that sets out a response to the challenges faced recruiting to and retaining qualified social workers. The paper sets out options which included increasing the rate of pay by paying a market supplement, development opportunities and incentives, and bespoke recruitment campaigns.
- 3.2.10 The Senior Workforce Development Practitioner and HR Business Partner attended a GM integrated workforce planning training session in November. The intention is to test and apply the methodology to assist the workforce planning process and a GM funded post is being recruited to support.
- 3.2.11 A database is currently being developed by the Learning Academy, identifying schools and social care services by locality, and linking students seeking work experience with local social care providers.
- 3.2.12 Funding has been secured from GM Health and Social Care partnership for a school leaver apprenticeship pilot, offering a level 2 Social Care apprenticeship qualification whilst working at Ascot House.

3.3 Finance & Systems

- 3.3.1 Total agency spend for Finance & Systems in 2021/2022 was £15,007.31 which is a slight increase of 0.87% when compared to spend in 2020/2021 which was £14,878.
- 3.3.2 There was no agency spend in the first 2 quarters of 2021/2022. The service engaged an additional agency worker in Q4 to support the roll out of Windows

365 whilst the recruitment was underway to recruit several resources at Band 2 on a casual basis.

3.4 Governance & Community Strategy

- 3.4.1 The total agency spend in 2021/22 was £378,737.23 which is a slight decrease of 3.58% when compared to 2020/2021.
- 3.4.2 There was a small amount of spend on Procurement roles as this service moved under this directorate during 2020/2021 which was £23,636.14. The largest amount of spend was on legal roles which was £344,228.36 (90.89%) which has increased when compared to 2020/2021 at 78% of the total directorate spend. The remaining spend was on an Information Governance Officer at £10,823.03.
- 3.4.3 There has been a continued difficulty with attracting solicitors with the skills that the service requires. The main reason for this is the competitiveness of their reward package as compared with the private sector. A review is underway to identify a solution to the recruitment and retention of these staff, which includes looking at options to develop a pipe-line in-house for example through apprenticeships and the development of career pathways to support succession planning and career progression.

3.5 Place

- 3.5.1 The total agency spend for Place was £129,442.82 which has significantly increased when compared to 2020/2021 which was £33.564, although spend has reduced over each quarter in 2021/2022.
- 3.5.2 The largest spend was on Head of Regulatory Services which was £35,891.87 to provide cover for the postholder who was seconded to a role to support COVID related engagement activity. The secondment was funded from the COMF Contain Grant. The second largest spend was on Building Control Officer (£22,530.22) due to the difficulties recruiting to this role, followed by Tenancy Support Officer at £17,365.06, Sustainability & Climate Change Officer (£16,648.98), Inclusive Economy & Communities Manager which has now been recruited to on a permanent basis, Housing Options Officer (£11,292.76) which is also funded from COMF Contain Grant, Skills Outreach Officer (£4,622.70) which was funded by GMCA and the remaining spend on Business Support Officer and ESOL Assessors to provide assessments to people arriving from Hong Kong.

3.6 Strategy and Resources

3.6.1 The total spend in Strategy & Resourcing in 2021/2022 was £118,249.63 which is a slight increase of 14.82% when compared to spend in 2020/2021 (£102,985), although spend reduced over Q1, Q2 and Q3 in 2021/2022.

3.6.2 The largest spend was on a HR Consultant engaged over the 12 months which was £54,320.41 (45.94%), followed by Head of Shared Service at £32,864.29 however, this post was recruited to in Q2 on a fixed term basis. The remaining spend was on a Pensions Specialist which was £12,508.70, Application Support Officer (£9,841.06) in the Performance Team which was moved under this directorate during 2020/2021, HR Business Partner (£5,470.25) and Pensions Support Officer (£3,244.92).

4. Annual Agency Spend across GM

The table (1) below highlights the annual agency spend 2021/2022 with REED, our umbrella agency provider. Table (2) details the annual spend 2021/2022 and out of the 10 local authority neighbours in GMCA and GMP that use REED, we are the 5th lowest spend authority.

Table (1)

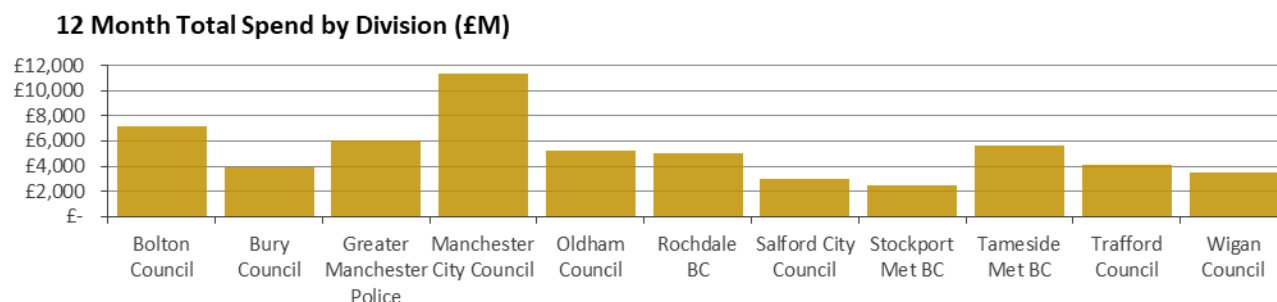


Table (2)

| Organisation | Annual Spend 2021/2022 | Spend by Division (1 = Lowest) |
|--------------|------------------------|--------------------------------|
| Bolton | 7,555,760 | 10 |
| Bury | 4,261,747 | 4 |
| MCC | 11,347,519 | 11 |
| Oldham | 5,010,978 | 6 |
| Rochdale | 5,112,926 | 7 |
| Salford | 2,886,350 | 2 |
| Stockport | 2,837,392 | 1 |
| Tameside | 5,632,159 | 8 |
| Trafford | 4,406,628 | 5 |
| Wigan | 3,406,546 | 3 |
| GMP | 6,776,070 | 9 |

5. Consultant Spend

5.1 The total spend in 2021/2022 was £519,614.45 including £205,700 spend in Strategy and Resources for COVID Programme and £14,000 spend in Place funded via the COMF Contain Grant. The table below details consultancy spend each quarter across the Directorates. The spend in some quarters has increased compared to previous spend originally reported due to either late invoice payments or delays in invoices being sent in.

| Directorate | Q1 | Q2 | Q3 | Q4 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Children's | £29,166.76 | £35,142.56 | £36,917.88 | £0.00 | £101,227.20 |
| Adults | £0.00 | £0.00 | £0.00 | £28,531.25 | £28,531.25 |
| F&S | £0.00 | £0.00 | £0.00 | £0.00 | £0.00 |
| G&CS | £0.00 | £0.00 | £0.00 | £0.00 | £0.00 |
| Place | £42,871.00 | £50,063.00 | £40,809.00 | £36,413.00 | £170,156.00 |
| S&R | £51,850.00 | £65,850.00 | £49,300.00 | £52,700.00 | £219,700.00 |
| Total | £123,887.76 | £151,055.56 | £127,026.88 | £117,644.25 | £519,614.45 |

5.2 Consultancy spend has increased slightly when compared to 2020/2021 spend which was £517,407. The table below details the total spend across each quarter for 2020/2021.

| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Total |
|-----------|-----------|-----------|-----------|----------|
| £79,150 | £113,887 | £118,179 | £203,191 | £514,407 |

5.3 There were 11 consultants engaged over 2021/2022 as follows:

- Adults x 1
- Children's x 4
- Place x 4 (1 x funded from the COMF Contain Grant)
- Strategy & Resources x 2 (1 x funded from the COMF Contain Grant)

5.4 Spend over 2021/2022 related to the following:

- Adults: – Interim Head of Children's Integrated Commissioning.
- Children's: – Interim Strategic Commissioning Lead for Health & Children's Social Care - to backfill some of the responsibilities of the Head of Commissioning who was seconded to work on COVID related activity.
- Children's: - 2 associates in Education Psychology.
- Children's: - Interim School Leader for Early Help.

- Place: Development Team: Interim Director of Development to strategically lead and develop Trafford's development programme
- Place - One Trafford Partnership x 2 - Interim Consultant to provide contract management support and development of Electric Vehicle specification, and Interim Consultant: strategic investments.
- Place: Inclusive Economies Team: Interim Consultant to support the Trafford Inclusive Economy Recovery Plan - focussing on business engagement and support, employability, and town centre regeneration.
- Strategy & Resources: Interim Programme Director to Lead on the establishment and strategic development of the COVID 19 response and recovery programme and subsequent management, delivery, and evaluation.
- Strategy & Resourcing: Performance Team – Interim Consultant to support the Liquid Logic (LCS) and Early Help Module (EHM) system development.

6 Conclusion

- 6.1 The HR service will continue to facilitate targeted and bespoke interventions to support managers to pro-actively manage temporary resourcing needs to continue to ensure that agency and consultancy demand is proportionate and appropriate.
- 6.2 It has been another extremely challenging year for the Council, responding to COVID and with emerging staffing pressures in front line services to ensure that we are discharging our statutory duties and keeping our citizen's safe with the services they require.
- 6.3 Agency and consultant spend will continue to be monitored on a regular basis and reports will be presented to Employment Committee, for information.
- 6.4 Employment Committee is recommended to note the content of this report.

Appendix 1

Trafford Council Agency Spend By Directorate Q4 - 2021/2022

| Directorates | Job Title | Number of Active Assignments | Total Cost |
|---------------------|--|------------------------------|----------------------|
| Children's Services | Business Support Officer Level 3 | 2 | £7,642.25 |
| | Childcare Worker | 1 | £1,783.06 |
| | Early Help Intervention Worker | 1 | £8,358.50 |
| | Head of Service | 2 | £36,263.6 |
| | Independent Reviewing Officer | 1 | £19,553.72 |
| | Practice Manager | 1 | £8,195.12 |
| | Residential Childcare Officer | 8 | £7,474.18 |
| | Senior Business Support Officer | 1 | £6,625.52 |
| | Service Manager | 4 | £79,031.00 |
| | Social Worker Level 3 | 44 | £592,675.21 |
| | Social Worker Level 3a | 9 | £125,279.78 |
| | Strategic Lead for Front Door & Children's Social Care | 2 | £61,500.66 |
| | Strategic Lead - Quality and Improvement | 1 | £35,464.55 |
| | Support Worker | 1 | £9,160.92 |
| | Team Leader | 8 | £130,310.14 |
| | Waking Night RCCO | 1 | £1,215.68 |
| | Total | 87 | £1,130,533.89 |
| Adults | Contact Tracing Caseworker (paid from Contain grant) | 1 | £3,288.91 |
| | Cook Manager | 3 | £888.39 |
| | Freedom of Information Support Officer | 2 | £2,977.51 |
| | Service Manager | 1 | £27,156.04 |
| | Social Care Team Leader | 1 | £22,821.55 |
| | Social Worker Level 3 | 20 | £181,977.07 |
| | Support Worker | 29 | £42,657.57 |
| | Total | 57 | £281,767.04 |

| | | | |
|---------------------------------|------------------------------|------------|----------------------|
| Finance & Systems | Windows 10 Deployment Lead | 2 | £9,455.70 |
| | Total | 2 | £9,455.70 |
| Governance & Community Strategy | Litigation Solicitor | 2 | £31,251.05 |
| | Procurement Officer | 1 | £8,243.16 |
| | Solicitor | 6 | £82,956.10 |
| | Total | 9 | £122,450.31 |
| Place | Building Control Officer | 1 | £10,368.38 |
| | ESOL Assessor | 2 | £1,938.28 |
| | Housing Options Officer | 1 | £6,546.38 |
| | Tenancy Support Officer | 1 | £8,808.73 |
| | Total | 5 | £27,661.77 |
| Strategy and Resources | Applications Support Officer | 1 | £5,568.78 |
| | HR Consultant | 1 | £12,464.39 |
| | Pension Support Officer | 1 | £3,244.92 |
| | Total | 3 | £21,278.09 |
| Grand Total | | 163 | £1,593,146.80 |

Appendix 2

Trafford Council Agency Tenure by Directorate

Breakdown by Directorate showing active assignments as at 31 March 2022

| Directorate | Job Title | No. of active assignments |
|-------------------|--|---------------------------|
| Children's | Business Support Officer Level 3 | 2 |
| | Early Help Intervention Worker | 1 |
| | Head of Service | 2 |
| | Independent Reviewing Officer | 1 |
| | Residential Childcare Worker | 4 |
| | Practice Manager | 1 |
| | Senior Business Support Officer | 1 |
| | Service Manager | 4 |
| | Social Worker Level 3 | 42 |
| | Social Worker Level 3a | 7 |
| | Strategic Lead for Front Door & Children's Social Care | 2 |
| | Strategic Lead for Quality & Improvement | 1 |
| | Support Worker | 1 |
| | Team Manager | 6 |
| Total | 75 | |
| Adult Services | Freedom of Information Support Officer | 1 |
| | Service Manager | 1 |
| | Social Care Team Leader | 1 |
| | Social Worker Level 3 | 16 |
| | Support Worker | 29 |
| | Total | 48 |
| Finance & Systems | Windows 10 Deployment Lead | 1 |
| | Total | 1 |

| | | |
|---------------------------------|------------------------------|------------|
| Governance & Community Strategy | Litigation Solicitor | 2 |
| | Solicitor | 6 |
| | Total | 8 |
| Place | ESOL Assessor | 2 |
| | Housing Options Officer | 1 |
| | Tenancy Support Officer | 1 |
| | Total | 4 |
| Strategy & Resources | Applications Support Officer | 1 |
| | HR Consultant | 1 |
| | Total | 2 |
| | Overall Total | 138 |

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 27 June 2022
Report for: Information
Report of: Angela Beadsworth, Interim Director of Human Resources

Report Title

Equality, Diversity and Inclusion in employment update

Summary

This report provides an update on progress that has been made and further work planned around our approach to Equality, Diversity and Inclusion in employment.

Recommendations

That the content of this report is noted.

| | |
|---|---|
| Relationship to Corporate Priorities | This report supports all corporate priorities |
| Relationship to GM Policy or Strategy Framework | The Strategy and Action Plan is in line with GM and national equality strategies and frameworks |
| Financial | There are no direct financial implications arising from this report. |
| Legal Implications | Outlined in the body of this report. |
| Equality/Diversity Implications | The aim of our approach to EDI is to meet our equality duty. |
| Sustainability Implications | None. |
| Carbon Reduction | None. |
| Staffing/E-Government/Asset Management Implications | Being an inclusive employer will make us more attractive and may improve retention rates. |
| Risk Management Implications | This reduces the risk of the Council being exposed to discrimination claims caused by failure to demonstrate compliance with equalities legislation. |
| Health & Wellbeing Implications | Being an inclusive employer where staff are comfortable in bringing their whole selves to work can improve mental wellbeing - which can impact on physical wellbeing as well. |

| | |
|--------------------------------|-------|
| Health and Safety Implications | None. |
|--------------------------------|-------|

Summary of key stakeholders involved in report production:

Name: Angela Beadsworth, Interim Director of Human Resources

Extension: x 1291

1. Background

- 1.1 Trafford Council is committed to challenging inequality, discrimination and disadvantage and we have in place a Corporate Equality Strategy for 2021-2025. The Equality Strategy outlines the work being done to improve equality of opportunity for our residents, colleagues and partners.
- 1.2 As a provider of services and an employer, we must act in line with the Public Sector Equality Duty (PSED). This means that public authorities, in carrying out their functions, must have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 1.3 To ensure transparency, and to assist in the performance of this duty, the Equality Act 2010 (Specific Duties) Regulations 2011 require public authorities, to publish:
 - equality objectives, at least every four years
 - information to demonstrate their compliance with the public sector equality duty.
- 1.4 Essentially the aim of the PSED is to ensure that we think about the needs of staff who are disadvantaged or experience inequality when we make decisions about policies, workforce schemes, learning and development etc. This is particularly in relation to those who are protected under the Equality Act because they have a protected characteristic. However, our focus should go further than this and consider other groups who may face evidenced disadvantage, such as care leavers, ex-services people etc.

- 1.5 As well as ensuring that we meet our legal obligations around equality, diversity and inclusion, we strive to have a workforce that better reflects our community simply because this is how it should be - we can provide better services if our staff are representative of our service users. Our people matter, and we all should have equal opportunity to develop, progress, and be rewarded and recognised at work.
- 1.6 This report provides details of how we meet our duty and the work we are progressing to improve our offer and the experiences of both current and prospective employees.

2. Workforce Equality Objectives

2.1 The Council is legally required to publish key Equality Objectives and have four which are included in the Equality Strategy. Two of these relate to our workforce.

2.2 Equality Objective 1: Inclusive and Informed Leadership

2.2.1 This objective is to ensure that senior leaders use their influence to promote equality, diversity and human rights and are effective in the delivery of this agenda across the Council. Without senior managers showing consistent leadership, we will not see the changes we need. Promotion of the message 'Equality is Everybody's Business' will ensure that everyone takes ownership to promote equality in all aspects of service delivery.

2.2.2 The EPIC Manager- Equality and Diversity / Inclusive Leadership course is being rolled out to all people managers which numbers around 450. Since the launch of the Equality Strategy, 80 managers have undertaken the training which is around 18% of the targeted cohort of those with line management responsibilities. In addition to this, 5 elected members have attended a session.

2.2.3 The HR Organisational Development Team have developed and are delivering our EPIC manager programme that will support the achievement of our Corporate Priorities. Learning and Development events such as Carbon Literacy, Values Based Recruitment (VBR), Health and Wellbeing, and our inclusive leadership course form some of these core modules.

2.2.4 Regarding future training plans, the Organisational Development team are co-ordinating a programme to align the training, communications and engagement plans for both employee Health and Wellbeing and Equality, Diversity and Inclusion activity. This is in recognition of the fact that a great inclusive environment supports an employees' health and wellbeing. The plan will bring together the ideas and interventions from staff groups, Equality Working and Steering groups ensuring that any campaigns and activity aligns

to relevant strategies and the Council's corporate priorities. The work will also look at the evaluation and impact of initiatives through feedback and culture change.

2.3 Equality Objective 2: Improving Equality Workforce Data Collection and improving the representativeness of our workforce

2.3.1 The Council is required to hold data on the protected characteristics of our staff. Having comprehensive and accurate information is vital if we are to understand whether we reflect our communities and establish if there are inequalities within our workforce, and to take effective steps to address these.

2.3.2 We have continued gaps in this information with different levels for different protected characteristics, however generally between 25% to 33% is unknown. Where there are gaps in information provided some staff are actively choosing not to tell us as they select the option 'prefer not to state' but the majority just haven't provided the information. Having reviewed the workforce equality data published by the other Greater Manchester authorities this is not unique to Trafford.

2.3.3 We have previously used lots of communications strategies to try to improve the completion of this information. We recently decided that it was time to fully review the questions and possible responses to ensure they are up to date and the options and terminology for the descriptors is current and appropriate. We have worked up proposed changes and we have engaged with our Information Governance Team, Trade Union colleagues and the chairs of our Staff Networks to ensure that the changes will be affected in line with GDPR and are appropriate for our staff.

2.3.4 Once we have made these changes in the HR system, it is an opportunity to encourage staff to review their sensitive information in MiTrent and to add it in or make changes they would like. We are planning lots of different ways to encourage staff to provide this information including a campaign headed up by our Trade Union colleagues supported by our Equalities lead.

2.3.5 Based on the information that staff have disclosed to us we have some key protected characteristics statistics (as at 31st March 2022):

- 13.92% of our staff are from a Black, Asian or Minority Ethnic (BAME) background.
- 3.93% of our staff identify as living with a disability.
- 3.4% of our staff identify as gay, lesbian or bi-sexual.

- 2.3.6 It is helpful to compare this with our community where at all possible to understand if our workforce is representative of the people we serve. In terms of ethnicity the Census 2011 indicated that in Trafford 14.5% of residents are from a BAME background. This means we are fairly representative overall, however we could then consider if there are any ethnic groups which are under represented as the next step. We do not have census information on disability or sexual orientation however we can use other data sources to provide a benchmark. ONS statistics detail that 20% of the working age population is classed as disabled. So we are very under-representative. However we have to keep in mind that we have gaps in information and also some individuals who might meet the legal definition of having a disability may not define themselves in this way. In terms of sexual orientation ONS data suggests that 2.2% of the UK population aged 16 years or over identifies as lesbian, gay or bisexual. This means that our workforce is representative.
- 2.3.7 With regards to improving the representation of the Council's workforce, the Resourcing and Organisational Development team are in the process of creating a Teams channel to continually share best practices with recruiting managers that have attended the Values Based Recruitment Training. A campaign is underway to request for volunteers across the organisation who may be able to support on a recruitment panel, either as an experienced recruiting manager or as a development opportunity. This pool of candidates will be available to recruiting managers to ensure we have diverse panels when recruiting.

3 APSE review of Equalities, Diversity and Inclusion

- 3.1 The Council commissioned the Association for Public Sector Service Excellence (APSE) to undertake an independent review of our approach to equality, diversity and inclusion. They acted as a 'critical friend' in supporting a review of our equalities approach; most notably the interface between corporate equalities aims, and the experiences of staff and service users, and the council's commitment to continuously reviewing progress to 2025. They produced a report on their findings and recommendations in May.
- 3.2 The review considered the Council's approach both as a service provider and employer, however for this report we will only focus on the employment aspects.
- 3.3 Their methodology included:
- Semi-structured interviews with the Chief Officers group and the political leadership of the Council.
 - Semi-structured interviews in a group workshop setting with staff and a limited number of service user groups.

- Desk-based reviews of existing and emerging policies.
- Workforce sentiment survey and analysis.

3.4 Outcomes from stakeholder engagement

3.4.1 Semi-structured discussions with staff groups took place with the Council's four staff networks:

- The BAME (Black, Asian and minority ethnic) Staff Network
- Staff Disability Group
- Carers' Support Group
- The LGBT+ (Lesbian, Gay, Bisexual and Transgender) Staff Network

3.4.2 The groups are self-governing groups, and all operate differently depending on how the members want to use the time allocated. Overall, they feel that they are, despite some challenges, a supportive environment in which they can 'unload'. However, there was feedback that needs to be taken on board to improve two-way communication – this will in turn ensure that we take learning to improve our approaches and help understanding of what support staff can take-up.

3.4.3 Each group has a corporate 'sponsor' from within the Corporate Leadership Team and some groups felt that their planned interactions with their sponsor were more frequent than others.

3.4.4 It was felt that the staff groups can collate a lot of useful information and act as both formal and informal listening points for staff. This means that they hold a lot of intelligence about staff (and service users) experiences; what may be best described as 'softer intelligence'. Some groups have collated this information into data but again the formalisation of how this could be used is less well understood.

3.4.5 Whilst the majority of staff feel that managers support them, and that Trafford is a good place to work, some frustrations were expressed about inconsistencies in interpreting personnel policies and practices. This is a difficult issue. From an equalities perspective having an approach grounded in a stated policy or procedure can support fair treatment of all staff. On the other hand, this could lead, as some of the staff groups report, to a lack of sensible interpretation or managers feel restricted by a policy or procedure from applying a common-sense interpretation to that policy or procedure. The EPIC manager aspiring leadership programme was acknowledged as a resource for improving managerial capacity and empowerment, enabling managers to be more agile in day-to-day management of the workforce and being able to use discretion in a more empowering way.

3.4.6 The lack of diversity at a senior level within the higher management tiers of the Council was raised. Although it was acknowledged that Trafford has a number of women within its leadership teams, the group discussions tend to centre on the predominance of white British managers, a lack of managers

from Black, Asian and Minority Ethnicities, and a perceived lack of disabled people or LGBT+ people within the most senior roles. It was however also acknowledged that staff at all levels, whether within senior management roles or not, may not wish to disclose if they identify themselves in any particular way; for example, living with a disability or consider that they are a part of the LGBT+ community or indeed may have Carer responsibilities that others may be unaware of.

3.5 Outcomes from desk-based policy reviews

3.5.1 The feedback was generally positive in that there is an overarching theme of easy-to-read accessible documents, which are generally comprehensive. However, as the policies have been developed over a period of time, the style and consistency varies and some have a more mechanistic approach, rather than a warmer more engaging style.

3.6 Outcomes from the survey

3.6.1 The survey was conducted between July and August 2021 and a total of 213 responses were received with an 88% full completion rate. The sample size from our total workforce is valid and in line with industry standards for a sentiment survey of this nature.

3.6.2 The data where possible was filtered to remove any issues of inherent bias. For example, the predominance of White British respondents all saying they 'feel valued' skewing the dataset if there is an underlying different experience amongst, for example, BAME employees. The sample size is significantly reduced when the predominant group of respondents (White British) is removed, however the proportionality of responses to the overall response, where it can be measured does not suggest an overall poorer experience.

3.6.3 The responses to the survey were filtered to provide a triangulation of data and used to support assessment of the sentiments expressed within the roundtable discussions.

3.6.4 The overall responses from the survey provide some positive news. There is clearly a workforce recognition of the Council's commitment to equality and diversity issues; this is widely shared by staff feeling respected by their managers; feeling they belong within Trafford and feeling that they can raise their concerns. There is however a cohort of respondents who have had a less positive experience, some which appears to be due to their own personal experiences. Fairness in pay and rewards is also an area of concern (which is supported by some sentiments expressed in the staff discussion groups) and opportunities for progression. Narrative responses to the survey suggest that managers need to be more empowered to sensibly interpret decisions and again this was reflected in the discussion groups.

3.7 The Equality Steering and Working Groups will consider the report and its' recommendations and will agree which areas require most focus and incorporate into an Equality Strategy Action Plan. The Equalities Steering Group will monitor the action plan and work programmes to ensure that plans to support improvement are captured and delivered in a timely manner.

4. Pay

4.1 Gender Pay Gap

4.1.1 In March 2022 we reported our Gender Pay Gap for 2021 – the fourth year of reporting for the public sector.

4.1.2 Trafford Council's overall mean pay gap is 8.14% and the median is 10.77%, both in favour of male employees. This is an improvement as compared to the previous year when we had a mean pay gap of 9.75% and a median pay gap of 15.46%.

4.1.3 There are a number of influencing factors which are the same as in previous years. The most significant ones are firstly that we employ a large proportion of part-time roles (49%) which are on lower bands and tend to attract females and secondly occupational segregation – the fact that some types of job are more traditionally undertaken by females and some by males. We will be exploring our gap further to consider what measures we can put in place with the aim of reducing it further.

4.2 Pay Ratios

4.2.1 We report our pay ratios/multiples annually in our pay policy statement – this helps us to understand the differentials in pay between our lowest, median and highest earners.

4.2.2 This year the ratio of pay of the top earner i.e. Chief Executive and that of the median earner is 6.92:1 - this is the same ratio as last year. The ratio between the lowest paid employee and average Chief Officer is 5.55:1 - this is a positive change from last year when it was 5.76:1

4.3 Pay Progression

4.3.1 We would like to better understand whether staff who share different protected characteristics have fair promotion opportunities within the Council - we are working on a report to obtain some data on this. Once we have evidence as to whether there are any barriers to progression for different

groups, we can consider appropriate action to improve colleague experiences in this area.

5. Policy, guidance, and support

5.1 Working Well Passport

5.1.1 We are putting in place a new support measure for staff – it is a document which can be used by staff to detail information about their individual needs and any support/reasonable adjustments that have been agreed by their manager. Then if the member of staff has a change of manager, they don't have to 'tell their story' again.

5.1.2 The passport can be used for many scenarios including: disability and long-term health conditions; mental health issues; learning disability/difficulty; for employees with caring responsibilities; for individuals who wish to observe religious festivals such as Ramadan or daily prayers; for those going through a personal type of change, such as assisted fertility treatment, the menopause or gender reassignment.

5.1.3 During the development of the passport and supporting guidance, we have engaged extensively with our staff networks, Trade Union colleagues, Epic Pioneers and our Equalities Working Group.

5.2 Anti-Racism policy and Managing 3rd party abuse policy

5.2.1 A group was set up as a sub-group of the Equalities working group to explore the experiences of our staff in terms of racism with the aim of working together to put in place robust mechanisms to reduce the likelihood of this occurring and appropriate responses when it does.

5.2.2 An overarching Anti-Racism policy is being created to make the Council's stance and response to this issue clear. Under this will sit a new policy on Managing third party violence and abuse of staff – which can be used for any type of violence and abuse, which may include incidents motivated by racism or other forms of discrimination. The policy will make it really clear that we have a zero-tolerance approach, and it will include sections on: prevention of incidents; incident reporting; post-incident follow-up actions; withdrawing services; support for employees, and; training.

5.3 Trafford Smart working

5.3.1 Capitalising on the lessons learnt from the pandemic regarding flexibility of working location we had agreement for our Trafford Smart working approach underpinned by 4 working styles.

5.3.2 For staff who use a PC for work we'd expect them to adopt the 'hybrid' work style – this means they may have different locations of work, such as home, community, office and/or partner locations. This flexibility will be beneficial for many staff, including those who share a protected characteristic. For example, staff who live with a disability who find it more challenging to get to the office on certain days and women experiencing acute menopause symptoms.

5.3.3 The Smart Working approach has also supported the completion and review of Display Screen Equipment (DSE) and homeworking assessments. This ensures we meet our statutory obligations to assess and provide safe and healthy workstation environments at home and in the office. Additional complex assessment support can be provided where required via our Health and Safety Team to staff for example those with disabilities or health needs.

5.4 Moving on from BAME

5.4.1 Since October 2021, we have had a Focus Group continuing conversations about moving on from using the acronym 'BAME', (Black, Asian and Minority Ethnicity). This was in response to guidance from the Government and GMCA advising public bodies to stop using the term 'BAME' in council documents and instead use the term 'ethnic minorities'.

5.4.2 The Focus Group have chosen to widen consultation about this very complex and sensitive issue, particularly with people from ethnically diverse backgrounds working and living in our borough. Therefore, a Citizens Survey is currently being pulled together as part of the research to find out which term people in Trafford believe should be used to describe people's ethnicity. The results of this survey will be used to help determine an acceptable and appropriate term to use in the Councils' future documents and publications. Once this has been decided the term will be adopted for our workforce as well as our community. In the meantime, Trafford Council will continue to use the term 'BAME' in the short-term – however where possible the use of more specific terms to describe ethnicity will be used.

5.5 Staff support during re-integration

5.5.1 We had a project team made up of officers from relevant services preparing for reintegration back into our workspaces when the time was right. In April 2022 we invited staff to start to come back to offices for some of their working week in line with our Trafford Smart Working approach with the key principle of 'hybrid by default'.

5.5.2 Through this we have considered the support that different staff groups might need as we know the pandemic has had differing impacts and many staff will have anxieties that continue. Some of the measures included:

- Continued measures in place to reduce the risk of virus transmission.

- Welcome pack for staff to prepare them and help them navigate in our buildings.
- Re-orientation sessions at our two main office buildings.
- Communications to managers to request that they hold returning conversations with staff at check-in meetings to consider individual needs.
- Continued guidance and individual risk assessment guidance for staff at greater risk from Covid
- Updated guidance for employees at greater risk of covid.
- Yellow lanyards for employees who would like extra space observing.
- The continued promotion of our wellbeing resources with a focus on mental wellbeing including our intranet pages, occupational health and EAP service and Mental Health First Aid Network

5.6 Financial wellbeing

5.6.1 In supporting people out of poverty the Organisational Development team have reviewed the Financial Wellbeing intranet pages to signpost staff to the support available within the council, local community and wider government and charity groups on managing finances and debt. The team are working with the Welfare Rights team to produce a lunch and learn session which is likely to be repeated in the year as forecasted challenges, particularly on energy bills, impact on health and wellbeing and are also working with schools on their wellbeing offers.

6. **Conclusion**

6.1 We have made significant progress to date. However further to the review undertaken by APSE the next steps are to consider this information plus other intelligence (including any relevant outputs from our B Heard staff engagement survey) to then identify and agree our workforce EDI priorities. These will form an action plan and relevant Officers will be assigned as leads for the different work streams.

6.3 Progress towards completion of the action plan will be monitored by the Equality Steering Group.

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 27 June 2022
Report for: Information
Report of: Angela Beadsworth, Interim Director of Human Resources

Report Title

Domestic Abuse Policy

Summary

This report provides an outline of the updated Domestic Abuse Policy and our commitment to sign up to GMB's Domestic Abuse Employer Charter.

Recommendations

Note the contents of this report and approve the updated Domestic Abuse Policy so that it can be implemented.

| | |
|---|---|
| Relationship to Corporate Priorities | This report doesn't directly align with one of the council's Corporate Priorities |
| Relationship to GM Policy or Strategy Framework | None - however it links to an optional national charter which GM authorities may sign up to. |
| Financial | Additional paid leave for employees experiencing domestic abuse as outlined in the body of the report. |
| Legal Implications | Outlined in the body of this report. |
| Equality/Diversity Implications | Provides enhanced support for staff who are experiencing Domestic Abuse and supports our EDI agenda. |
| Sustainability Implications | None. |
| Carbon Reduction | None. |
| Staffing/E-Government/Asset Management Implications | Being a supportive employer looking after the welfare of our employees will make us more attractive and may improve retention rates. |
| Risk Management Implications | This policy supports the Council in raising awareness, spotting symptoms, and tackling domestic abuse. |
| Health & Wellbeing Implications | Creating a supportive and open work environment in which employees affected by domestic abuse feel able to have discussions and access support without fear of stigma or discrimination can |

| | |
|--------------------------------|--|
| | improve mental wellbeing - which can impact on physical wellbeing as well. |
| Health and Safety Implications | The guidance within the policy supports managers to identify and mitigate any workplace health and safety risks specific to employees who have informed the council that they are experiencing domestic violence |

Summary of key stakeholders involved in report production:

Name: Kate Sturman, Kath Oates

Extension: x 1291

1. Background

1.1 The Domestic Abuse Act 2021 came into force in April 2021. The new legislation delivers several key changes:

- It provides a clear, legal definition of Domestic Abuse.
- It includes new offences which had not been recognised in previous legislation.
- It provides local authorities with greater powers and responsibilities regarding protecting victims of Domestic Abuse.
- It extends powers granted to the police and courts to fight domestic abuse.

1.2 We have a responsibility to look after the welfare of our employees and we recognise we have a key role to play in supporting them through difficult periods in their lives, including providing comprehensive support for those experiencing domestic abuse.

1.3 With many more employees working remotely from home, there is now a growing emphasis nationally on the role of employers in raising awareness, spotting the symptoms, and tackling domestic abuse. This has been recognised and encouraged by the Government, through a BEIS led consultation and report on workplace support for victims of domestic abuse.

1.4 We have committed to signing up to the GMB Employer Charter on Work to Stop Domestic Abuse which pledges to:

- Support employees who are experiencing Domestic Abuse to access support services and information confidentially.
- Ensure that those experiencing Domestic Abuse will not be disadvantaged within the terms and conditions of their employment and will take all reasonable measures to facilitate any needs in the workplace.
- Commit to working/participating with other organisations to facilitate best support for those experiencing Domestic Abuse.

- Provide all employees with access to toolkits, information, and our policies on domestic abuse, in a format that is easily and discretely accessible within the workplace.
- Ensure that we have employees trained across our organisation to provide adequate access to support within the workplace for all employees. Staff trained should be representative of our workplace and will include line managers and Trade Union representatives.

1.5 One key aspect of signing up to the Charter, is having an appropriate policy, guidance, and support in place.

2. The Review Process

2.1 We have reviewed and updated our Domestic Abuse Policy to reflect the changes in legislation and ensure we are meeting our obligations in relation to the Charter.

2.2 The review has included benchmarking with other local authorities, checking relevant statutory/ACAS and best practice guidance, liaising with other specialists within the Council e.g. relevant Officers with the Governance and Community Strategy team, Health & Safety. The policy has been revised based on information and feedback received as part of this review process. Simple language has been used to ensure the Policy is accessible to all.

2.3 The revised Policy has been reviewed internally by Trafford's Domestic Abuse Manager and the Head of HR Operations. It has been shared with the UNISON and GMB representatives and has been approved by CLT.

3 The Policy

3.1 The revised Policy is attached as an Appendix to this report. The key changes to policy are as follows:

- The definition of Domestic Abuse has been updated in line with the statutory definition.
- The aims of the policy have been broadened and strengthened to reflect the additional support which will be available to employees.
- The 4 R's framework has been established which describes how we will support employees who have informed us that they are experiencing domestic abuse.
- The framework and policy provide detailed guidance for managers on what to discuss with employees along with practical guidance on adjustments, workplace support and safety concerns.
- An individual Domestic Abuse Support Plan has been created to record any agreed actions.
- Where an employee discloses that they are experiencing domestic abuse, up to 5 days paid special leave per annum may be granted to allow the employee to deal with the practical issues which can arise.*

- Mental Health First Aiders have been included as a point of contact for employees who want to talk to someone about Domestic Abuse.
- A commitment to provide training and supporting tools for all colleagues, mental health first aiders and line managers on how to support employees living with or affected by domestic abuse.

*There is no legal entitlement to provide employees with paid leave in relation to Domestic Abuse. However, trade unions and organisations who support victims of Domestic Abuse are lobbying government to give employees a statutory right to 2 weeks paid leave. Our current offer of 1 week of paid leave is in line with other support policies such as Fertility Investigation and Treatment and the Fostering Support Policy. If the national position changes we will of course review our offer.

4. Implementation Plan

- 4.1 This policy will be implemented as a live policy immediately following approval.
- 4.2 The domestic abuse page of the HR A-Z on the intranet will be updated.
- 4.3 We will promote the new policy with a six boxes announcement and inclusion in the staff and manager bulletins.
- 4.4 The Domestic Abuse e-learning module will be updated and accessible to all employees. Availability of the course will be advertised on the intranet.
- 4.5 Training for our Mental Health First Aiders was completed in December 2021 and training session for line managers will be launched.

5. Benefits of the policy

- 5.1 This policy will enable the Council to provide better practical, financial, and emotional support for employees experiencing domestic abuse.

6. Recommendations

- 6.1 It is recommended that Employment Committee support the introduction of the revised and updated Domestic Abuse Policy.



TRAFFORD COUNCIL

DOMESTIC ABUSE POLICY PRODUCED BY HUMAN RESOURCES

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1. Introduction

We take our responsibility to look after the welfare of our employees seriously and have a key role to play in supporting them through difficult periods in their lives. We understand that there may be colleagues who are experiencing domestic abuse, or who want to support friends, colleagues or family members who may be experiencing it.

Whilst domestic abuse may be seen as a personal problem and something which happens outside of work, we know it is a serious issue which can destroy lives and have far-reaching effects on individuals, families and children, and the workplace.

This policy applies to all employees and outlines our approach to supporting employees who are affected by Domestic Abuse. It is aligned to both our EPIC values and the aims of Trafford's Domestic Abuse Strategy, where we are committed to enabling our residents, their families and communities to live a healthy life, free from abuse and violence through;

- Promoting awareness of domestic abuse, including the recognition that anyone can be a victim of domestic abuse regardless of their personal characteristics or socio-economic group. It is not confined to one gender or particular ethnic group.
- Promoting early identification and harm reduction.
- Promoting an understanding about the support which is available and ensuring the support is inclusive, open to all and enables the safety of victims.
- Helping to reduce and prevent a cycle of domestic abuse.

2. Aims of the Policy

The aims of this policy are to:

- Create a more understanding and supportive workplace for all staff by raising awareness of domestic abuse.
- Support all employees experiencing domestic abuse and promote their health, safety and well-being at work.
- Signpost employees to different sources of external specialist support and advice.
- Provide training, guidance and supporting tools for line managers and colleagues on how we can best support our employees who are living with or affected by domestic abuse.

3. Equality and Diversity

This policy is in line with our Equality and Diversity in Employment Policy Statement and managers are responsible for ensuring it is applied correctly within their teams.

The Council is committed to identifying domestic abuse and raising awareness that anyone can be a victim of it. We are committed to ensuring that everyone has access to support, and no-one is discriminated against, or disadvantaged in the application of this policy regardless of their race, religion or belief, age, disability, marital or civil partnership status, sex (including people going through gender reassignment), sexual orientation, pregnancy or maternity status.

If any reasonable adjustments are required to access support or attend meetings, managers must ensure these are considered and put in place accordingly.

All those involved in any stage of the domestic abuse policy should be sensitive to the diverse nature of the workforce and the potential needs of our employees, for example in respect of language and observing cultural traditions.

4. The Legal definition of Domestic Abuse

The **Domestic Abuse Act 2021** gives a clear, statutory definition of Domestic Abuse:

Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members (directly related, in laws or stepfamily) regardless of gender or sexuality. This can encompass but is not limited to;

- *Psychological – intimidation or manipulation*
- *Physical – pushing, kicking, hitting*
- *Sexual – rape or other unwanted touching/groping*
- *Financial – controlling someone’s finances to deny them money or limit their independence*
- *Emotional abuse – being made to feel guilty, emotional blackmail, gaslighting (trying to convince someone they are wrong about something, even when they aren’t)*

Other examples of abuse could include:

- Verbal – belittling, insulting or demeaning someone with words, alone or in front of others
- Online abuse – insulting or threatening someone via social media, messaging or email.
- Honour based violence
- Forced marriage
- Female genital mutilation
- Controlling behaviours – attempting to restrict who someone sees or talks to. This is designed to make a person subordinate and/or dependent by isolating them from sources of support (e.g. friends and family), exploiting their resources and capacities for personal gain, depriving them of the means needed for independence (e.g. money), resistance and escape (transport) and regulating their everyday behaviour. This can include surveillance, with the abuser monitoring their victims calls, emails, online search history etc.
- Coercive behaviour - an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.

It is important not to view domestic abuse as solely an act of physical aggression; this minimises other behaviours which can be just as, if not more, destructive to an individual. It is also important to

understand that abuse can continue or escalate, even when a relationship has ended and leaving the abuser doesn't always stop the abuse.

We recognise that everyone spends a significant amount of time at work, but coming to work and being in the workplace can have more important implications for employees affected by domestic abuse;

- The workplace can be a safe space for people experiencing domestic abuse, providing them with support from colleagues and time away from home and their abuser.
- It can give people a sense of independence, both individually and financially.
- For others, the workplace might actually pose a risk; if they have left an abusive partner and it is the only place they can be easily located, or they may work in close proximity to their abuser, or the abuser may try and maintain contact with them during the working day (e.g. regular phone calls or texts, they meet for lunch or share lifts). Research shows that 75% of those enduring domestic abuse are targeted at work.

With many colleagues now working from home on a regular basis, it may be more difficult to spot if someone is experiencing domestic abuse. The opportunities for an employee to tell someone about abuse might also be reduced and individuals might not feel comfortable discussing concerns over the phone or on teams from home.

Therefore, it is even more important that we look out for each other and remain vigilant for warning signs that someone might be experiencing difficulties at home. Further information can be found in the **Tackling Domestic Abuse Guidelines for Colleagues and Managers (Appendix 1)**.

Domestic abuse is a crime that can lead to a criminal conviction under the Domestic Abuse Act 2021. As a responsible employer and local authority, we have a duty of care to take action to report domestic abuse and support our employees. Therefore, employees should be aware that any conduct inside or outside work, which perpetrates domestic abuse may result in disciplinary action being taken and/or information being passed to the local MARAC team (a Multi-agency risk assessment conference), with representatives from local safeguarding teams and the Police.

5. Our Commitment and our Framework – the 4 R's

We care about the serious impact of domestic abuse on our employees and their families and we will not tolerate or condone domestic abuse in any form.

We will provide support to victims of Domestic Abuse constructively, compassionately and sympathetically. We want to create a safe, supportive and open work environment in which employees affected by domestic abuse, currently or historically, will feel able to have discussions and access support, without fear of stigma or discrimination.

If you are experiencing domestic abuse, you can speak in confidence to your Line Manager, a member of the HR Team or one of our [Mental Health First Aiders](#). They can provide initial support, signpost you

to resources and help you with any disclosure conversations you would like to have with anyone else. You might also want to confide in a close colleague or your trade union representative.

There are many different ways in which we will provide support to our employees and these are described in the framework below: **The 4 R's = Recognise, Respond, Refer, Record.**

We understand that every situation will be different and we will take a person-centred approach to identify exactly what support each individual needs on a case by case basis.

| | |
|--|--|
| Recognise | Raise awareness of domestic abuse and create an understanding that it is a workplace issue and everyone can play a part in tackling it. |
| We will.... | |
| <ul style="list-style-type: none"> • Communicate the policy and provide guidance and training to all colleagues, including mental health first aiders and line managers (HR). • Encourage everyone to be aware of the signs of domestic abuse and the impact of it on those experiencing it. • Encourage line managers to recognise employees who may be experiencing difficulties as a result of domestic abuse and provide initial help and support, in a private, sensitive way. • Provide opportunities for employees to make a disclosure about domestic abuse (regular 1-2-1 check in conversations with manager, mental health first aiders, or meet with member of the HR team). • Challenge sexist and/or misogynistic language and behaviours in the workplace. We expect all our employees, regardless of their gender, to be treated with respect and dignity at work and we recognise the link between this language and behaviours with some types of domestic abuse. This also aligns with the GM gender based violence strategy. • Ensure the policy, supporting documents and information on support available are promoted to all colleagues via the intranet and other appropriate means. • Ensure these are kept in a central online location which is easily accessible to all employees | |
| Respond | Implement policies and processes that enable a supportive workplace which will respond appropriately to disclosure. |
| We will.... | |
| <ul style="list-style-type: none"> • Provide guidance and opportunities for training to managers on how to open up conversations | |

about domestic abuse and support team members who are experiencing abuse. (HR).

- Alert employees to the support which is available.
- Provide a framework for managers to discuss domestic abuse with a team member and develop a support plan with them.
- Allow anyone who has disclosed to their manager that they are experiencing domestic abuse, the right to apply for up to 5 days paid special leave. (see below).
- Provide continued support through regular check in conversations between the individual and their manager.
- Agree a form of wording (or codeword) with an employee who has made a disclosure, in case they need to call to report sickness absence related to domestic abuse. This will ensure any problems with attendance relating to domestic abuse become apparent at an early stage (line manager).
- Follow our GDPR guidelines and ensure employee's personal data (e.g home address, phone number, exact whereabouts at work) is protected and no information is given out about an employee to anyone contacting the department (over the phone, email or in person).
- Facilitate changes to salary payment methods if required by employees experiencing financial difficulties as a result of domestic abuse (HR).
- Allow employees to use their work equipment (where applicable) for personal use in order to seek advice and access support around domestic abuse, at any time of day or night (line manager).
- Consider making workplace adjustments to support the employee (line manager). See Individual Support Plan.

Refer **Provide access to internal confidential support and signpost appropriately to external organisations who can help employees that disclose abuse.**

We will.....

- Signpost employees to a variety of external sources of support (see Guidelines for colleagues and managers), including [Trafford Domestic Abuse Services \(TDAS\)](#) who can provide 1-2-1 support.
- Provide referrals to **Occupational Health** to offer advice and guidance on medical issues.
- Provide access to a personal support service and/or a **Counselling Service** via our Employee Assistance Programme,
- Provide access to training for line managers and mental health first aiders in how to signpost

employees to sources of support.

- Take appropriate action to ensure any safeguarding concerns are reported to the relevant Safeguarding Teams.
- Help facilitate any other referrals if the employee requires support.

Record **If an employee discloses domestic abuse, it's important to record the details of what is said as accurately as possible. Should the abuse become subject to criminal proceedings, this is evidence which should be given to the police.**

We will.....

- Provide access to training for line managers on how to record a disclosure by an employee, who to inform and how to retain the information in line with GDPR.
- Record details of all incidents of violence, threatening behaviour or breaches of security towards any employee in the workplace, by a perpetrator. This should be clear, accurate and include dates, times, locations, and any witnesses. Any breaches of orders, for example, non-molestation orders should also be noted.
- Document any decision to disclose safeguarding concerns to the appropriate teams, including whether this is with/without consent (if a colleague is at serious risk of injury or death or there are safeguarding concerns for others).
- Ensure any records which are held by our Social Care Teams on Trafford employees are restricted so information is only shared to a minimum number of people, on a need to know basis, by those actively involved in supporting their case.

6. Individual DA Support Plan

If an employee discloses that they are experiencing Domestic Abuse, we need to ensure we provide them with relevant support as soon as possible. The disclosure will allow a manager to explore and signpost appropriate support and guidance.

The Individual DA Support Plan provides a framework for any discussion between an employee and their line manager about Domestic Abuse. Using this framework can help to identify areas where additional support may be required and highlights any adjustments which can be made for the employee at work. It will help the manager to assess the risks and consider whether advice should be sought from other professionals (see Section 8. Confidentiality and Consent). Any agreed actions

should be recorded on the plan and regularly monitored by both the employee and the line manager to ensure they are implemented.

Individual circumstances can change in a short space of time, so the plan should be regularly reviewed to ensure it is effective and up to date.

A link to the Individual DA Support Plan can be found [here](#).

7. Paid Special Leave

Any employee who discloses that they are experiencing domestic abuse and needs to take time off work is entitled to request up to 5 days paid special leave per annum.

We recognise that there are many practical issues around dealing with domestic abuse and paid leave can be helpful in facilitating time off for employees to deal with these without loss of pay or having to use annual leave/flexi leave. For example;

- Time off for appointments
- Time off to attend court
- Time off to move house or look for alternative accommodation
- Time off for dependants (if not already covered by the Special Leave – Dependents, Emergencies and Bereavement Policy)
- Time off to attend specialist support programmes which run during the working day

This should be recorded on iTrent (and on the flexi time system where applicable) as Authorised Paid Leave to maintain confidentiality.

If any additional leave is required, this will be considered on a case by case basis.

If an employee is sick as a result of domestic abuse, then this should be recorded as sickness absence in the usual way under the Attendance Management process. The reason for absence would be taken into consideration as part of any formal absence management process and relevant support and/or adjustments considered as part of that process.

8. Confidentiality and Consent

It is essential that managers and colleagues keep any information given to them by an employee concerning domestic abuse confidential, as far as possible, and always protect the individual's personal data in line with GDPR.

There are, however, some circumstances in which confidentiality cannot be assured. We recognise a manager receiving a disclosure has an important responsibility to ensure steps are taken to support the employee, but it is not always appropriate for them to do this in isolation. A manager may need to discuss the disclosure with other professional colleagues; a member of the HR team, Safeguarding Teams, Health and Safety, a Head of Service or Director or to make a referral to TDAS for further specialist advice and support.

These circumstances occur when there are concerns about children or vulnerable adults, where high risk to safety has been identified, or where we need to act to protect the safety of members of the public, including other colleagues. In this event the manager should always seek further advice from the appropriate Safeguarding Teams, (or Health and Safety if there is a concern about the safety of colleagues) and inform the employee that they are taking this step. If an employee is not a resident of Trafford, a referral should be made to the Safeguarding Team in the local authority where they live.

Where a perpetrator may be placing their partner or family member(s) in genuine danger this may be reported to the Police. This will be subject to prior discussion with the employee wherever it is reasonably practicable to do so.

In certain circumstances it may be advisable to release some information to other people in the workplace on a need-to-know basis. For example, where a perpetrator tries to contact the employee at work, it may be helpful for team members and the security team to be aware of the situation and briefed on how to respond. The employee should agree to this approach and give consent regarding which details can be shared amongst the team. The team will also need to agree to observing confidentiality on behalf of their colleague. This should be agreed with the employee, recorded on the Individual DA Support Plan and implemented to ensure safety and reassurance.

9. If an alleged perpetrator is a Trafford employee

Domestic abuse can lead to a criminal conviction under the Domestic Abuse Act 2021. For clarity, any report of an employee perpetrating domestic abuse (including conduct which raises safeguarding concerns for another adult or child), may result in this information being passed to our Safeguarding Teams and/or the Police.

Although we have a zero-tolerance policy on domestic abuse, we have a duty of care to all employees and recognise the need to offer appropriate support to employees who disclose that they themselves are perpetrators of domestic abuse, but who genuinely want to change their behaviour. Perpetrators/alleged perpetrators of domestic abuse can access general Counselling support via our Employee Assistance Programme (EAP). Further details of specialist organisations which offer support to perpetrators can be found in **Tackling Domestic Abuse Guidelines for Colleagues and Managers**

If we become aware that an employee is, or may be, perpetrating domestic abuse, the situation will be approached sensitively and fairly and dealt with on a case-by-case basis. Perpetrating domestic abuse can be a serious breach of professional conduct and careful consideration will be given to all the available options before taking any action. Factors to consider include; the nature of the alleged

conduct, is it linked to work in any way, where the employee works, their level of contact with a vulnerable group. HR advice should be sought in **all cases**.

We may instigate our Disciplinary Procedure to investigate the facts of the situation and any implications for the individual's employment. For example, has there been a breach in trust and confidence, or our code of conduct? Has another employee been put at risk or has our equipment been used to inflict abuse, such as a mobile phone or laptop? Can the individual remain in their current role if there are safeguarding concerns?

If the investigation determines there is a case to answer, then disciplinary action may be taken under the disciplinary policy, up to and including dismissal for Gross Misconduct.

10. Review

This policy will be periodically reviewed in line with procedures, in order that it remains appropriate to the Council's operation, follows best practice and meets legal requirements.

Please contact the HR advice line on 0161 912 6565 (option 2) in the first instance if you require any further advice or have any questions about this policy.

Tackling Domestic Abuse - Guidelines for colleagues and managers

These guidelines have been developed to support our Domestic Abuse Policy; to help everyone recognise the signs of domestic abuse and refer people to sources of support.

We all want to support our colleagues, but the signs of domestic abuse aren't always easy to spot.

Sometimes we suspect someone might be experiencing domestic abuse, but don't know how to broach the subject for fear of upsetting someone or getting it wrong.

Managers in particular need to be aware of the signs and be prepared to take action to support your team member if required.

It's important to remember that we are not counsellors or professional support staff, but everyone should have an awareness of domestic abuse and be able to provide immediate safety support and signpost a colleague to specialist help if required. The following advice is regarded as best practice and has been suggested by a number of different charities and agencies, many of which are referenced in the support section of these guidelines.

Some facts about Domestic Abuse

Based on National data

- There are 2.3 million victims of domestic abuse each year in the UK; two thirds of whom are female and one third male.
- 1 in 4 women and 1 in 6 men in the UK will experience domestic abuse in their lifetime.
- The most common type of domestic abuse occurs in couple relationships, but it also includes abuse between family members, for example adolescent to parent violence and abuse (AVPV).
- 2 in 10 offences recorded by the police are domestic abuse related, although in general cases are under-reported and victims of abuse may not report the problem until a number of incidents have occurred.
- On average victims at high risk of harm will live with domestic abuse for 2-3 years before seeking help.
- On average a victim will try to leave the abuser up to 8 times before they are successful.

Trafford Specific Data:

- Using estimates from the Crime Survey for England and Wales (CSEW) up to the end of March 2018, it is estimated around 5,316 women (7.9%) and 2,749 men (4.2%) in Trafford have experienced DA in the last year.

- Nationally, 28.9% of women and 13.2% of men have experienced DA since the age of 16, which in Trafford could amount to 19,448 women and 8,638 men.
- Based on findings from the Joint Strategic Needs Assessment (JSNA) 2021, of those that experience domestic abuse every year in Trafford we can estimate that 6,720 (68%) are female victims and approximately 3,520 (32%) male victims.

Warning signs of Domestic Abuse

It is not always easy to tell if an employee is experiencing domestic abuse, but there are some changes you might notice in an individual's actions or behaviour, which could be a warning sign. These include examples which apply to people working from home, who may easily feel isolated;

| | |
|--|--|
| Work Productivity | <ul style="list-style-type: none"> • Change in working patterns e.g. frequent absence, lateness, or needing to leave early. • Reduced quality and quantity of work, missing deadlines or a drop in usual performance standards • Change in communications e.g. large number of personal calls or texts, avoiding calls or a strong reaction to calls. Difficulty to get hold of when working from home or presence of partner in the room. • Spending excessive hours in the office • Avoiding annual leave/time off • Obsessing about leaving work on time • Frequent visits to work by the employee's partner |
| Changes in Behaviour or Demeanour | <ul style="list-style-type: none"> • Conduct out of character with previous behaviour • Changes in behaviour e.g. very quiet, anxious, frightened, tearful, aggressive, distracted or depressed, hyper vigilant or sensitive. • Withdrawing from colleagues or sources of support e.g. what's app groups, social events • Secretive about home life or reluctance to turn camera on for meetings • Anxiousness about partner coming into the room during a call • Worried about leaving children at home • Anxiety about holidays, birthdays, Christmas or other celebrations |

| | |
|------------------------------|---|
| Physical Observations | <ul style="list-style-type: none"> • Visible bruising or single or repeated injury with unlikely explanations • Change in the amount of makeup used • Change in the manner of dress e.g. jumpers in hot weather • Substance use/misuse • Fatigue/sleep disorders • Evidence of self-harm • Change in food habits |
| Other | <ul style="list-style-type: none"> • Partner or ex-partner stalking employee in or around the workplace or on social media • Partner or ex-partner exerting unusual amount of control or demands over work schedule • Isolation from family/friends/colleagues • Concern about reports that children are struggling at school • Requests for time off for lots of different appointments |

Discussing the issues – ideas for starting a conversation with an employee where abuse is suspected

Managers should understand it can be difficult for employees to make a disclosure of domestic abuse and their support is crucial. If a manager suspects that an employee is experiencing domestic abuse, they should facilitate a private conversation, whether in person or remotely if the employee regularly works from home, to discuss their wellbeing and identify and implement appropriate support. If contacting their team member remotely, managers should ensure that the employee is alone and cannot be overheard.

The aim of starting a conversation is to be supportive to employees rather than to encourage disclosure. Many people dealing with domestic abuse will never feel comfortable sharing their experience with their employer as they may not even be ready to admit it to themselves. Victims can minimise and deny the abuse. They can spend a lot of time hiding it from family and friends and may not identify as a victim.

Begin by asking indirect questions, to establish an empathetic relationship with the employee. For example:

- How are you doing at the moment?

- Your wellbeing is important to me and I've noticed that you seem distracted/ upset at the moment are you ok?
- If there's anything you'd like to talk to me about at any time I'm always here to support you
- You don't have to tell me anything, but please know that I would like to support you if and when you feel ready
- Is there any extra support you need at the moment?

It is important that managers are able to provide a non-judgemental and supportive environment. Respecting the employee's boundaries and privacy is essential. It is also important to work on the basis of believing the employee so that they feel supported. The role of a manager is not to deal with the abuse itself but to make it clear that employees will be supported and to outline what help is available

| Do | Don't |
|---|--|
| <p>Treat each person as an individual everyone's experience will be different.</p> <p>Be supportive, sensitive, non-judgemental practical and discrete.</p> <p>Make the individual's safety a priority</p> <p>Allocate private time and space to listen to the employee's difficulties and understand the detail of the problem.</p> | <p>Seek proof of any abuse</p> <p>Contact the alleged perpetrator</p> <p>Force your opinion on the employee</p> <p>Adopt the role of being a support worker yourself</p> |

Ensure inclusivity

Anyone can be a victim of domestic abuse. Fostering an inclusive response to domestic abuse is vital for employees to have confidence that they can come forward and ask for help, and for the right support to be available when they do.

Managers should acknowledge that victims from minority communities experience unique experiences and barriers when experiencing domestic abuse. A manager's response should consider these differences and offer a victim-led approach when dealing with a disclosure.

Be aware that;

- People with disabilities are more likely to experience domestic abuse than non-disabled people. Overall we can estimate there are around 45,530 individuals with a disability in Trafford. Of those individuals around 5,260 are likely to experience domestic abuse every year.
- The total non-white population in Trafford is 32,744 which is around 14% of the total population. Using this figure alongside the estimated prevalence of domestic abuse we can estimate that around 1,010 victims of domestic abuse in Trafford will be from an ethnic minority community.
- Honour based abuse does not only affect ethnic minority women but also gay, bisexual and trans men. When abuse is disclosed, it often means leaving more than just their perpetrator
- There is also a large proportion of male victims of forced marriage.
- LGBT+ people might not be open about their sexuality or gender identity at work, meaning to disclose abuse may involve also coming out. We estimate in Trafford that there will be around 1,200 victims of domestic abuse within the LGB+ community every year.
- Evidence suggests Transgender people may be at higher risk of domestic abuse but have fewer tailored services available to them
- Men find it more difficult to disclose abuse and often find more barriers to accessing support. Half of male victims (49%) fail to tell anyone they are a victim of domestic abuse and are two and a half times less likely to tell anyone than female victims (19%).
- Make no assumptions about elderly employees - abuse does not discriminate. Based on the age of the population in Trafford we estimate around 1,760 individuals over the age of 60 will experience domestic abuse every year.

Receiving a disclosure

Managers should be aware that it is unlikely a team member will report domestic abuse directly to them *initially*. Many people will choose to seek out advice themselves from family and friends, external organisations or websites first of all.

However, if a situation escalates, then people may start to reach out to someone they know at work to disclose (tell someone or explain) that they are experiencing domestic abuse. This could be their line manager but it could also be a close colleague or friend, their union rep, a member of the HR team, a mental health first aider or someone from Occupational Health or our EAP service.

Where possible an employee should be encouraged to discuss it with their line manager. They are often best placed to provide the employee with support including any adjustments or security measures which might be needed at work.

Role of the line manager

1. When a problem is identified, the role of the manager is to provide initial support to the employee and ensure their safety.

2. Even if managers disagree with the decisions being made by an employee regarding their relationship, it is important to understand that there are many reasons why victims remain within the abusive relationship, and there are a number of barriers faced by a victim when leaving a relationship and fleeing the abuse. They may make a number of attempts to leave their situation, before they are finally able to do so and even then the abuse can continue after they have left.
3. Managers also need to be aware that the abused staff member is most at risk of life threatening or fatal abuse when they are attempting to leave or have recently left an abusive or violent partner. This is why it is so important to believe an employee if they disclose experiencing domestic abuse. Never ask for proof or dismiss reports or use judgemental language - such as 'why don't you just leave? Or, why haven't you told anyone before?'
4. Allow them time and somewhere quiet/private to speak with you and be prepared that this will be an upsetting conversation. Reassure the employee that Trafford understands how domestic abuse may affect their physical and mental wellbeing and work performance> Explain the support that can be offered.
5. If talking on the phone, agree a code sentence in advance which indicates that the employee is no longer safe to speak about the matter, possibly because the perpetrator has entered the room.
6. The manager should explain the **4 R's Framework as detailed in the Domestic Abuse policy; Recognise, Respond, Refer, Record** and explore what practical support and reassurance can be offered both outside and inside the workplace, including any workplace adjustments. For example:
 - Support the employee with accessing a different suitable car parking space, (well lit, not isolated) possibly on another site close by that provides good access to work.
 - Provide a different exit from the building
 - Consider moving the member of staff to another office, if the member of staff consents to this
 - Provide a trusted line manager with a photo of the alleged perp, so that they know what they look like if they attend the building
 - Agree an escape route
 - Agree on a reason for why the person might have to leave work/a meeting immediately, so that the manager and member of staff know what to say if they get asked
 - Agree a safe word/ code sentence to be used when speaking on the phone/in a meeting
 - If the employee would rather work in a quiet space in the office, find a suitable location where they can still access support from colleagues as required.
7. The manager should complete an Individual DA Support Plan with their team member and ensure any action points are implemented. The plan should be reviewed and updated on a

regular basis. We recognise a manager receiving a disclosure has an important responsibility to ensure appropriate steps are taken to support the employee, but it is not always appropriate for them to do this in isolation. We also have a corporate responsibility to ensure the safety of the employee, and to act on concerns about children or vulnerable adults and members of the public, including other colleagues. The manager may therefore need to consult with other professionals within the Council in order to ensure the relevant support is provided (see Section 8. of the Domestic Abuse Policy re: Confidentiality and Consent). Completing the Individual Support Plan will help the manager to assess any risks and decide if other professionals need to be involved in providing support.

8. The manager should also signpost the employee to organisations specialising in domestic abuse who can offer specialist support, advice and advocacy (see section on the support available).
9. Take steps to address any safety implications for the workplace and the team if applicable. Possible questions to consider when assessing risk:
 - Does the alleged abuser know where the employee works?
 - Has the alleged abuser tried to contact work or posted anything on social media about the employee which is linked to work?
 - Have they ever been followed on their way to/from work?
 - Is the employee frightened of anything specific that might take place at work or to and from work?
 - Does the abuser have their work email address and/or work telephone number?
 - What information can be shared with the wider team or relevant staff to ensure any changes are implemented and they can deliver an appropriate response?
 - What does safety look like to you? Do you feel safe?
10. The manager should ensure they continue to “check in” with their team member on a regular basis. If they are working from home, be mindful that they could be feeling isolated and they may benefit from more face-to-face contact if this can be facilitated.
11. Remember that special dates and celebrations e.g. birthdays, wedding anniversary, Christmas, can sometimes act as a trigger for further abuse, even from an ex-partner.
12. Also be conscious that anyone who might have been the victim of abuse historically, may still be experiencing controlling abuse with an ex-partner many years later. For example, financial control, restricting access to children etc.

Further internal support/guidance/training

- Further information can be found in the Domestic Abuse intranet page.
- Our mental health first aiders can offer initial support and help signpost employees to sources of specialist support.
- Our Employee Assistance Programme (EAP) can provide access to specialist guidance.
- All colleagues have access to the Domestic Abuse e-learning module in the Learning and Development portal
- Managers can attend one of EPIC Manager bitesize sessions on domestic abuse insert link to training calendar.

External Sources of Support

**If the employee needs help urgently or they are in serious danger they should
always contact the police on 999.**

The Domestic Violence Disclosure Scheme (Clare’s Law) gives members of the public a formal mechanism to make enquiries about an individual who they are in a relationship with or who is in a relationship with someone they know where there is concern that the individual may be violent towards their partner. Applications can be made at police stations, by phoning 101 (the non-emergency number for the police), or by speaking to a member of the police on the street.

Ask for ANI scheme

This is a scheme backed by the government which enables victims of domestic abuse to access much needed support in one of thousands of pharmacies across the UK. If an individual approaches a member of staff and literally asks for “ANI”, a trained pharmacy worker will offer a private space where they can understand if the victim needs to speak to the police or would like help to access support services such as a national or local domestic abuse helplines

24 hour National Domestic Violence Helpline: 0808 2000 247

A service for women experiencing domestic violence, their family, friends, colleagues and others calling on their behalf. It is run in partnership between Women’s Aid and Refuge. Callers may first of all hear an answerphone message before speaking to a person.

www.nationaldomesticviolencehelpline.org.uk

Trafford Domestic Abuse Services (TDAS)

TDAS staff are available Monday to Friday 9am to 5pm. To speak to one of our dedicated Domestic Abuse Advisors you can call on 0161 872 7368

Trafford Rape Crisis: General Helpline: 0800 783 4608 BAME helpline: 0800 434 6484

www.traffordrapecrisis.com

The Counselling & Family Centre, Altrincham: 0161 941 7754

www.thecfc.org.uk

Independent Choices: 0161 636 7525

www.domesticabusehelpline.co.uk

End the Fear – Greater Manchester against domestic abuse

Greater Manchester Domestic Abuse Helpline **0800 254 0909** or 0161 636 7525 (Open Mon-Fr 10am to 4pm excl. bank holidays).

<http://www.endthefear.co.uk>

Greater Manchester Police (Public Protection Investigation Unit): 0161 856 7574

Trafford Child Protection Line: 0161 912 5125

Respect Phonenumber 0808 802 4040

A confidential helpline for people who are abusive and/or violent towards their current or ex-partner. Offers information and advice to support perpetrators to stop their violence and change their abusive behaviours. The main focus is to increase the safety of those experiencing domestic violence.

<http://www.respectphonenumber.org.uk/>

Men's Advice Line (support for men who experience domestic violence and abuse): 0808 801 0327

A confidential helpline for all men experiencing domestic violence by a current or ex-partner. Caters for all men: whether in heterosexual or same-sex relationships. Offers emotional support, practical advice and information on a wide range of services for further help and support.

www.mensadvice.org.uk

Hestia – Bright Sky app

Bright Sky is a safe, easy to use app and [website](#) that provides practical support and information on how to respond to domestic abuse. It is for anyone experiencing domestic abuse, or who is worried about someone else.

Download the app [here](#).

Broken Rainbow 0300 999 5428

National LGBT Domestic Violence Helpline providing confidential support to all members of the Lesbian, Gay, Bisexual and Trans (LGBT) communities, their family and friends, and agencies supporting them.

help@brokenrainbow.org.uk <http://www.brokenrainbow.org.uk/>

Karma Nirvana 0800 599 9247

Helpline: supports victims and survivors of forced marriage and honour based abuse

<http://www.karmanirvana.org.uk/>

Man Kind Initiative

The Man Kind Initiative is a national charity that provides help and support for male victims of domestic abuse.

<https://www.mankind.org.uk/>

Muslim Women’s Helpline 020 8904 8193 or 020 8908 6715

The Muslim Women’s Helpline aims to provide any Muslim girl or woman in a crisis with a free, confidential listening service and referral to Islamic consultants, plus practical help and information where required.

[MWN Helpline UK](#)

Southall Black Sisters

Southall Black Sisters provide advice and information on domestic abuse, racial harassment, welfare and immigration, primarily for Asian, African and African-Caribbean women.

www.southallblacksisters.org.uk

Saheli Asian Womens Project 0161 945 4187

www.saheli.org.uk

Galop (support for LGBT people experiencing domestic violence and abuse): 0800 999 5428

www.galop.org.uk

Forced Marriage Unit (help for people afraid of being forced into marriage): 0207 008 0151

NESTAC is a registered charity, established to support Africans and immigrants, particularly those living in the North West of England. 01706 868993

www.nestac.org.uk

Collaborative Women [Community Group](#) | [Collaborative Women](#) | [Stretford](#)

[Survivors Manchester](#) - Break the silence 0808 800 5005

LGBT Foundation Domestic Abuse 0345 3 30 30 30

LGBT specialist support and housing provision for low – medium and high risk victims of DA

[LGBT Foundation - Domestic Abuse](#)

[Paladin Stalking and Harassment](#)

Paladin is the National Stalking Advocacy Service for high risk victims of stalking covering England and Wales.

Appendix 2 Individual DA Support Plan – To be completed by line manager

This should be used to assist with any conversations between you and a member of your team if they have disclosed they are experiencing domestic abuse. Record any relevant actions to ensure points are implemented as agreed.

Ensure you have read the Domestic Abuse Policy and the Tackling Domestic Abuse Guidelines for Managers and Colleagues before meeting with your team member.

- The aim of the discussion is to provide initial emotional and wellbeing support to the employee with particular focus on their own personal safety and physical and mental wellbeing.
- It will also help identify any immediate areas of practical support which can be provided at work, including any reasonable adjustments, to help the employee deal with the effects of domestic abuse and minimise any impact on them at work.
- It will prompt you to signpost them to relevant sources of external specialist support.
- This is not intended to be a prescriptive checklist of actions. Every situation will be different and the focus should be on listening to the employee, facilitating further discussion and exploring what support can be arranged.
- Ensure you explain to your team member that you will be taking notes of the discussion, but the information will be stored confidentially. Be mindful however that depending on the circumstances it may not be appropriate for you to offer your support in isolation. You may need to discuss the disclosure with other professional colleagues; a member of the HR team, Safeguarding Teams, Health and Safety, a Head of Service or Director or to make a referral to TDAS for further specialist advice and support.
- Ensure that you are in a private space, ideally face to face, and have allowed plenty of time for the discussion.
- If you are having the conversation remotely please ensure no-one else can hear the conversation and the employee feels they are in a “safe space” where the abuser is not nearby.
- Bear in mind the employee might find this conversation quite challenging; they may be upset or might not be able to answer some of these questions. They may not know how they want to be supported, especially if its one of the first conversations they have had about their situation. Add in regular wellbeing conversations and work together so that when things get clearer for the employee you can tailor the support around their needs at that time.
- Keep going back to the plan and if they have a change in line manager, the employee can choose to share it with their new manager so they don't have to keep repeating their story.

| | |
|-----------------------------|--|
| Name of employee | |
| Name of line manager | |
| Service Area | |
| Date of discussion | |

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| <p>Starting the conversation</p> <p><i>Allow the employee time to lead the conversation and ensure you LISTEN. Try not to interrupt if they are talking.</i></p> <p><i>If they are struggling, try asking a couple of open questions:</i></p> <ul style="list-style-type: none"> • <i>Is there anything you would like to discuss?</i> • <i>How are you feeling at the moment?</i> • <i>How are things at home?</i> • <i>I really want to help you. Is there anything I can do?</i> <p>Provide reassurance.....</p> <p><i>If there's anything you'd like to talk to me about at any time I'm</i></p> | <p>Include an outline of what they say. Note any serious concerns and actions:</p> |
|--|---|

always here to support you.

You can tell me as much or as little as you like, but please know that I would like to support you if and when you feel ready

Try to explore the following:

Has anything happened to prompt the discussion today?

Who has done this?

Has this happened before? Over what period of time? Has it got worse?

Do they know we have a DA policy and guidelines in place to help support them?

Is there anything they need immediately?

Try to explore the following:

Do they need any medical assistance?

Do they have any physical injuries?

How is their mental wellbeing?

Note any serious concerns including safeguarding and record actions:

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| <p><i>Do they feel safe?</i></p> <p><i>Do they feel frightened about anything right now?</i></p> <p><i>Are you worried about work?</i></p> | |
| <p>What are their living arrangements?</p> <p><i>Try to explore the following:</i></p> <p><i>Where do they live – is this permanent or temporary?</i></p> <p><i>Do they live with the perpetrator?</i></p> <p><i>Are any children at home – if so how old are they?</i></p> <p><i>Are there any other adults (vulnerable or not) living in the house?</i></p> <p><i>Are you worried about money?</i></p> <p><i>Is there anything coming up that you are worried about e.g Christmas, Parents evening, other family events?</i></p> | <p>Note any serious concerns including safeguarding and record actions:</p> |
| | |
| <p>What support do they have?</p> | <p>Note any concerns and actions:</p> |

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| <p>Try to explore the following:</p> <p><i>Have they confided in any friends/family/colleagues?</i></p> <p><i>Have they contacted anyone else e.g GP, helpline, specialist support?</i></p> <p><i>Have they had any emotional or practical help?</i></p> <p><i>Signpost to our EAP service and the external contacts listed on the guidance</i></p> <p><i>Do they know about the additional 5 days paid leave they are entitled to?</i></p> <p><i>What support do they need? (think about short term and long term)</i></p> <p><i>What is the best way to contact them safely?</i></p> <p><i>Do they know they can use work equipment to access support whenever they need it?</i></p> | |
| <p>How do they feel about work?</p> <p>Where do they work? (home/office/school/other council building/combination of)</p> | <p>Note any concerns about current working arrangements and actions:</p> |

Try to explore the following:

How are they coping with work? (They may be concerned about their performance or taking time off so provide reassurance and support)

Do they have any concerns about working from home or coming into the office?

Do they think the perpetrator might try and contact them at their workplace?

Is the employee frightened of anything specific that might take place at work or to and from work?

Have they shared any information with any of their colleagues? How do they feel about that?

What would they find helpful? Think about whether any adjustments can be put in place to support the employee, for example:

- *Agreed response to the perpetrator if they telephone or try to visit the workplace (this could include notifying reception/security if they may attend)*
- *Change in workplace location (away from an external window or in a different office)*
- *Change in entry/exit point*

- *Change in travel arrangements (help with transport to work)*
- *Consider a change in working hours (vary start and finish times)*
- *Being accompanied when arriving or leaving the buildings or on visits outside the office (buddy up with a colleague who does the same job)*
- *Establish reporting in arrangements to ensure whereabouts are known throughout the day, including regular contact if working from home.*

Consider agreeing a code word/sentence which can be used when talking on the phone, which indicates that the employee is no longer safe to speak about the matter, possibly because the perpetrator has entered the room.

How do they feel about confidentiality?

Try to explore the following:

Do they consent to allowing you to discuss these points with other professionals if necessary e.g. HR, Safeguarding Teams.

Do they want to share anything with members of their immediate team, discreetly and in confidence?

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| <p><i>Do they consent to sharing this information with a new line manager if there are any changes in the team?</i></p> | |
| <p>What would they like to happen next?</p> <p><i>Try to explore the following:</i></p> <p><i>Is there anything else we can do to support them?</i></p> <p><i>Is there anyone else they would like to inform and do they need any help to facilitate this discussion e.g. Police, Safeguarding Teams, Trafford Domestic Abuse Service (TDAS)</i></p> <p><i>Highlight the ongoing support available from our Mental Health First Aiders and our EAP Service</i></p> <p><i>Explain that we can refer them to TDAS who will be able to offer specialist advice and support and complete an in depth assessment with them to ensure they get appropriate external support.</i></p> | |

Action Points

| Area | Detail | Lead for the action | By |
|------|--------|---------------------|----|
|------|--------|---------------------|----|

| | | | when? |
|---|--|--|-------|
| Immediate needs or Safeguarding concerns | | | |
| | | | |
| Living arrangements | | | |
| | | | |
| Support required | | | |
| | | | |
| Workplace adjustments/risks | | | |
| | | | |
| Confidentiality | | | |
| | | | |
| Next steps | | | |
| | | | |
| Other | | | |

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|---------------------------------|
| Plan to be reviewed on : |
| Signed: |
| Date: |