

# Public Document Pack



**TRAFFORD  
COUNCIL**

## **AGENDA PAPERS FOR EMPLOYMENT COMMITTEE**

**Date: Monday, 26 June 2023**

**Time: 5.00 p.m.**

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

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1.	<b>ATTENDANCES</b>  To note attendances, including Officers and any apologies for absence.	
2.	<b>COMMITTEE MEMBERSHIP 2023/24</b>  To note the Membership of the Committee including the appointment of Chair and Vice Chair as agreed at the Annual Council Meeting 24 May 2023.	1 - 2
3.	<b>COMMITTEE TOR 2023/24</b>  To note the Terms of Reference of the Committee for the 2023/24 municipal year as agreed at the Annual Council Meeting 24 May 2023.	3 - 4
4.	<b>MINUTES</b>  To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 20 February 2023.	5 - 10
5.	<b>QUESTIONS FROM THE PUBLIC</b>  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.	

6. **WORKFORCE UPDATE** 11 - 24

To consider an update from the Director of Human Resources.

7. **AGENCY SPEND 2023/24 Q4** 25 - 38

To consider a report from the Director of Human Resources.

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

To consider an oral report of the Director of Human Resources.

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

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

**SARA TODD**

Chief Executive

Membership of the Committee

Councillors J. Bennett (Chair), F. Hornby (Vice-Chair), D. Acton, Babar, S. G. Ennis, W. Jones, J. Leicester, A.M. Whyte and S. Zhi.

Further Information

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

Alexander Murray, Governance Officer

Tel: 0161 912 4250

Email: [alexander.murray@trafford.gov.uk](mailto:alexander.murray@trafford.gov.uk)

This agenda was issued on **Friday, 16 June 2023** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH.

**WEBCASTING**

This meeting will be filmed for live and / or subsequent broadcast on the Council's YouTube channel <https://www.youtube.com/channel/UCjwbIOW5x0NSe38sgFU8bKg>.

The whole of the meeting will be filmed, except where there are confidential or exempt items.

If you make a representation to the meeting you will be deemed to have consented to being filmed. By entering the body of the Committee Room you are also consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured or

## **Employment Committee - Monday, 26 June 2023**

---

if you have any queries regarding webcasting of meetings, please contact the Democratic Services Officer on the above contact number or email [democratic.services@trafford.gov.uk](mailto:democratic.services@trafford.gov.uk)

Members of the public may also film or record this meeting. Any person wishing to photograph, film or audio-record a public meeting is requested to inform Democratic Services in order that necessary arrangements can be made for the meeting. Please contact the Democratic Services Officer 48 hours in advance of the meeting if you intend to do this or have any other queries.

This page is intentionally left blank

## TRAFFORD COUNCIL

### MEMBERSHIP OF COMMITTEES 2023/24

**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		
<b>LABOUR GROUP</b>	<b>CONSERVATIVE GROUP</b>	<b>LIBERAL DEMOCRATS GROUP</b>	<b>GREEN PARTY GROUP</b>
Councillors:	Councillors:	Councillors:	Councillors:
David Acton Bilal Babar Joanne Bennett <b>CH</b> Fianna Hornby <b>V-CH</b> Will Jones Amy Whyte	Shengke Zhi <b>OS</b>	Shaun Ennis	Jane Leicester
<b>TOTAL</b>	<b>6</b>	<b>1</b>	<b>1</b>

**Substitute Members:**

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

This page is intentionally left blank

## **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

20 FEBRUARY 2023

### PRESENT

Councillor J. Bennett (in the Chair).

Councillors A.M. Whyte (Vice-Chair), D. Acton, S. G. Ennis and F. Hornby

#### In attendance

Angela Beadsworth	Director of Human Resources
Kate Sturman	Strategic HR Lead for Policy, Reward, and Intelligence
Nina Kijowski	Interim Head of Resourcing and Development
Carolyn Aston	Resourcing Consultant
Pelumi Coker	Legal Assistant

### APOLOGIES

Apologies for absence were received from Councillors R. Duncan, M. Freeman and D.C. O'Sullivan

#### 1. MINUTES

That the Minutes of the meeting held on 5 December 2023 be approved as a correct record and signed by the Chairman.

#### 2. QUESTIONS FROM THE PUBLIC

No questions were received.

#### 3. PAY POLICY STATEMENT

The Director of Human Resources (HR) introduced the report to the Committee and explained the rationale of the report being brought to the Committee. Members were asked to note the new measures around special severance payments within the report. The measures outlined that payments of less than £100,000 were applied by the Chief Executive and anything above that amount was to be submitted to the Committee and full Council for approval. The Committee were informed that the measures were similar to the Council's existing approach, which was laid out within the constitution. The report detailed that the pay ratio of the Chief Executive to the median paid worker was 6.85:1 and 9.08:1 with the lowest paid member of staff. Members were asked to note that the ratios fell well within the boundaries set out in the Hutton review on fair pay.

The report contained figures on the gender pay gap within the Council's workforce, which had to be published on an annual basis. The Strategic HR Lead for Policy, Reward and Intelligence provided details of different comparisons and breakdowns contained within the report and informed the Committee that it was based upon data as of March 2022. The mean and median overall pay gap was 9.68% and 12.93% respectively and both were in favour of men.

Following the overview Councillor Acton asked whether the Council was falling foul of the legislation due to the level of the gender pay gap. The Director of Human Resources informed the Committee that the Council was not in breach of any legislation.

Councillor Chalkin asked whether this information could be included within workforce updates and include how the gap impacted the service and staff. The Strategic HR Lead for Policy, Reward and Intelligence stated that the gender pay gap work was based on data from 2021/22, which meant it did not reflect the current circumstances including the living wage work which had been done over the course of the year, which would be captured in the following years report.

RESOLVED:

- 1) That the report be noted.
- 2) That the pay policy statement be approved for submission to Council.

#### **4. Q3 AGENCY SPEND REPORT**

The Resourcing Consultant presented the report to the Committee and informed members that the level of spend was close to that of the same period in the previous year. The Committee were notified of the work that was ongoing across the Council around recruitment, retention, and development within the workforce to ensure that staff stayed and grew with the organisation. Work was also ongoing to develop a northwest pledge to agree a set price for agency workers across the region.

The level of agency spend in Quarter 3 had increased since quarter 2, which was in large part due to funding for an adult social care contract which enabled residents to be discharged from hospital. Member's attention was drawn to the Legal and Democratic department where a large amount had been spent locums to ensure the Council could meet its statutory duties. The total spend for the quarter was just over a £1M and the Committee were assured that the Council continued to use a robust vacancy management programme. When Trafford's agency spend was compared to the other GM authorities, they were the 7<sup>th</sup> Highest out of 10.

Following the introduction councillor Hornby asked whether there was anything that could be done to offer staff more flexible contracts, as she had only heard about people being allowed to work full or half time contracts. Interim Head of Resourcing and Development responded that the Council offered a whole range of flexible working options for staff and noted that it had been some time since this was communicated across the Council and they would look at re-communicating the options.

Councillor O'Sullivan asked whether people who came from Ukraine would be able to work as social workers in the UK. The Chair answered that it was a statutory position and staff needed to have a degree to be able to do the job,

**Employment Committee  
20 February 2023**

---

which had led to issues in the available workforce with Council's having to compete with agencies for the limited number of qualified professionals.

Councillor O'Sullivan knew of one resident was qualified to teach English in Ukraine. The Director of Human resources responded that it depended on whether qualifications were transferable between the countries and assured Councillor O'Sullivan that she would investigate whether that was the case for people from Ukraine.

Councillor Acton asked about the work of the agency staff focus groups and the make-up of those groups. The Resourcing Consultant responded that any agency staff employed for over 13 weeks could come across to work for the Council without penalty. The groups were made up of agency staff who had worked with the Council for a prolonged period but had not decided to switch to work for the Council. The work of those groups was to identify what the barriers preventing them from becoming Council staff. Councillor Acton asked that the information from those groups on why they did not want to switch to work for the Council be shared with the Committee.

Councillor Ennis asked if there were any timescales for the completion of the GM work. In response the Director of HR informed Members that the work was being driven by the combined authority and that the Committee would receive a detailed update once a timeline was available.

RESOLVED: That the report be noted.

## **5. REAL LIVING WAGE**

The Strategic HR Lead for Policy, Reward, and Intelligence introduced the report. The Committee were informed that so far 4 GM authorities had real living wage accreditation. The current real living wage was £10.90 and the Council had two bands paid below that level. A supplement had been paid to those staff to bring them up to the real living wage. Going forward the Council would agree a supplement for any staff who fell under the real living wage after the pay awards and real living wage calculations were set each year. The Council were also working with external staffing providers to ensure those staff were also paid the required rate.

Councillor Chalkin asked whether the money for school staff came from the school or the Council and whether school staff were all paid the real living wage. The Strategic HR Lead for Policy, Reward, and Intelligence responded that school staff were paid through each school's budget, but she was not certain of the figures and would check.

Councillor Ennis asked whether the situation with Trafford Leisure and whether it worked against Trafford for gaining accreditation. The Strategic HR Lead for Policy, Reward, and Intelligence responded that it did not work against Trafford in achieving the accreditation.

RESOLVED:

- 1) That the report be noted.
- 2) That the necessary work as detailed in the report undertaken to prepare Trafford Council to make a Real Living Wage (RLW) Accreditation application be noted.
- 3) That the associated expenditure of circa £25,000 in 2022/2023 which will be split 50/50 between the Council and schools be noted.
- 4) That the proposal to submit a RLW Accreditation application in February 2023 as detailed in the report be approved.
- 5) That the uplift to pay via a Real Living Wage supplement and pay for agency workers to the RLW rate of £10.90 per hour be supported by the Committee.

## **6. CYCLE MILEAGE RATE**

The Strategic HR Lead for Policy, Reward, and Intelligence introduced the report and informed the Committee that this policy aligned with the Council's priority around reducing carbon. The report detailed the aims of the policy to encourage people to choose using a bike instead of a car or public transport.

Following the introduction Councillor Hornby noted the small amounts of money and asked whether it was easy for staff to claim. The Strategic HR Lead for Policy, Reward, and Intelligence answered that it was easy for staff to claim as it was done in the same way as all other claims through the MiTrent System.

Councillor O'Sullivan asked about coverage for staff cycling to work. In the same way as all other claims informed the Committee that this had been discussed with Health and Safety colleagues and the risk was minimal to the Council.

The Chair welcomed the report and the policy.

RESOLVED:

- 1) That the report be noted.
- 2) That the Committee agreed to support the policy.

## **7. PEOPLE STRATEGY REFRESH - UPDATE**

The Interim Head of Resourcing and Development introduced the report. The Committee were informed that the Strategy was launched in 2020 and had been shaped by discover sessions held in 2018 and 2019, which had helped to co-produce the epic values. The updated strategy was around four pillars of Attract and recruit, engage and retain, Grow and Develop, and Sustain which mirrored the journey of Council staff. There was a need to review the strategy to ensure it remained fit for purpose and that it was able to engage and develop staff to enable them to flourish.

The review of the strategy was being conducted utilising data from the Be Heard survey, sickness data, and by engaging with staff groups and forums, trade unions, and through listening exercises. Those groups were asked to identify what was working well under each pillar and what could be improved. There was one final session to be held with CLT before the data gathering was concluded then the data would be collated and the review would move to the next stage.

Councillor Acton asked whether Members would be engaged with. The Director of Human Resources responded that she had planned to ask the Committee for their views on whether Councillors would like to be involved in the process and how they would like to be involved. Councillor Chalkin agreed that all Members should be involved and that the engagement with them should be done in several different ways to ensure they all had opportunity to be involved.

The Chair asked about the timeline for the completion of this work. The Interim Head of Resourcing and Development responded that a timeline would be drawn up once all the data from the engagement sessions had been collated and reviewed.

RESOLVED: That the update be noted.

## **8. WORKFORCE UPDATE**

The Director of Human Resources went through the update and how it covered the work done by each team within HR. The Committee were asked to provide feedback regarding the update on whether Members would like to receive additional information. The work of the Health and Safety team was highlighted as they had recently launched the initiative “your safety your wellbeing”. The initiative was focused upon the needs of staff to look after themselves to protect their Health and Wellbeing. The Health and Safety Lead had met with senior managers to discuss the support they required from the Health and Safety team to support the initiative.

Councillor Acton asked about the improved visitor arrangements at Council buildings and whether those arrangements could be shared. The Director of HR responded that the Health and Safety Lead would provide the information in the next Health and Safety report. The Committee were informed that the review of the safety arrangements had identified the need for investment to deliver some enhancements within the Council buildings.

Councillor Chalkin noted the Health and Safety initiative and asked how the service ensured it was not just a tick box exercise. The Director of HR responded that initiative was about developing a culture across the Council of understanding that everybody is responsible and ensuring Health and Safety was built into the fabric of the way that the organisation conducted its work.

RESOLVED: That the update be noted

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

The director of HR informed the Committee 5 requests for exemptions had been received and all five were approved. Of those five, one colleague was due to return to work soon, two had already returned to work, and two had on going conditions.

RESOLVED: That the update be noted.

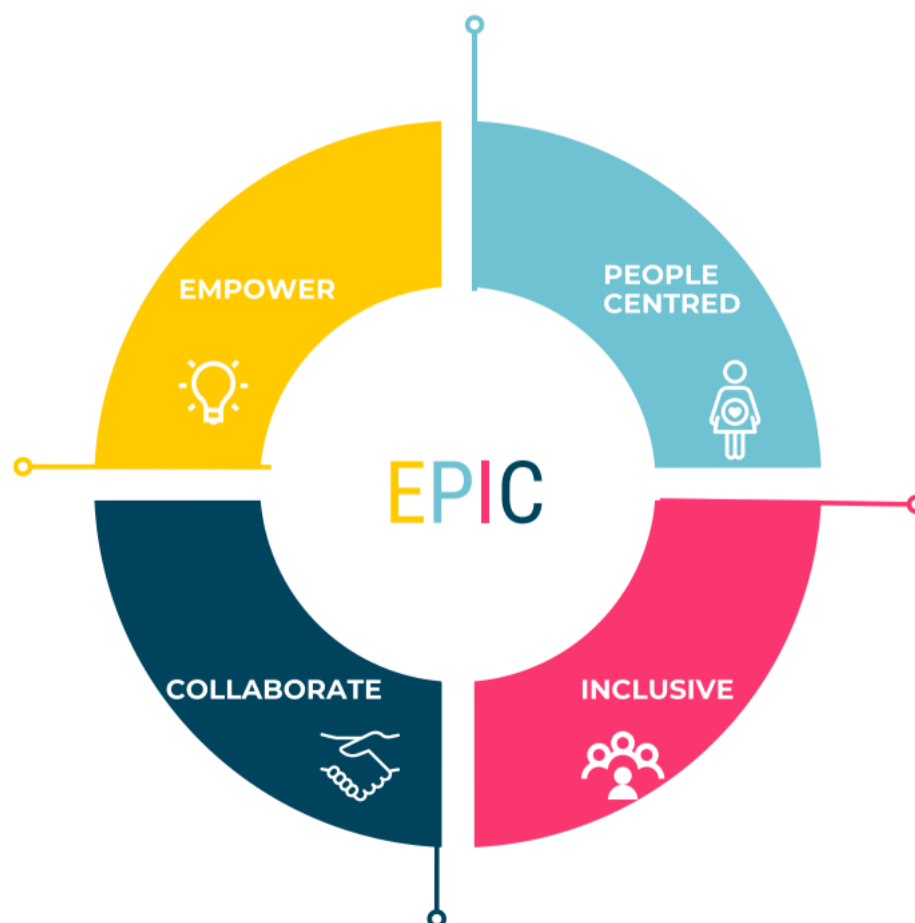
The meeting commenced at 5.00 p.m. and finished at 6.05 p.m.



**TRAFFORD**  
**COUNCIL**

# Workforce Update

## June 2023



# Our People Strategy

Our People Strategy is framed around 4 key themes that show how the HR Service enables the employee journey to be a really positive experience and one where we recruit and nurture talent, take care of ourselves and each other and provide the tools for everyone to be the best they can be.

This report details some key workforce metrics, so we can monitor progress and provides updates on different work areas, all themed around our People Strategy.

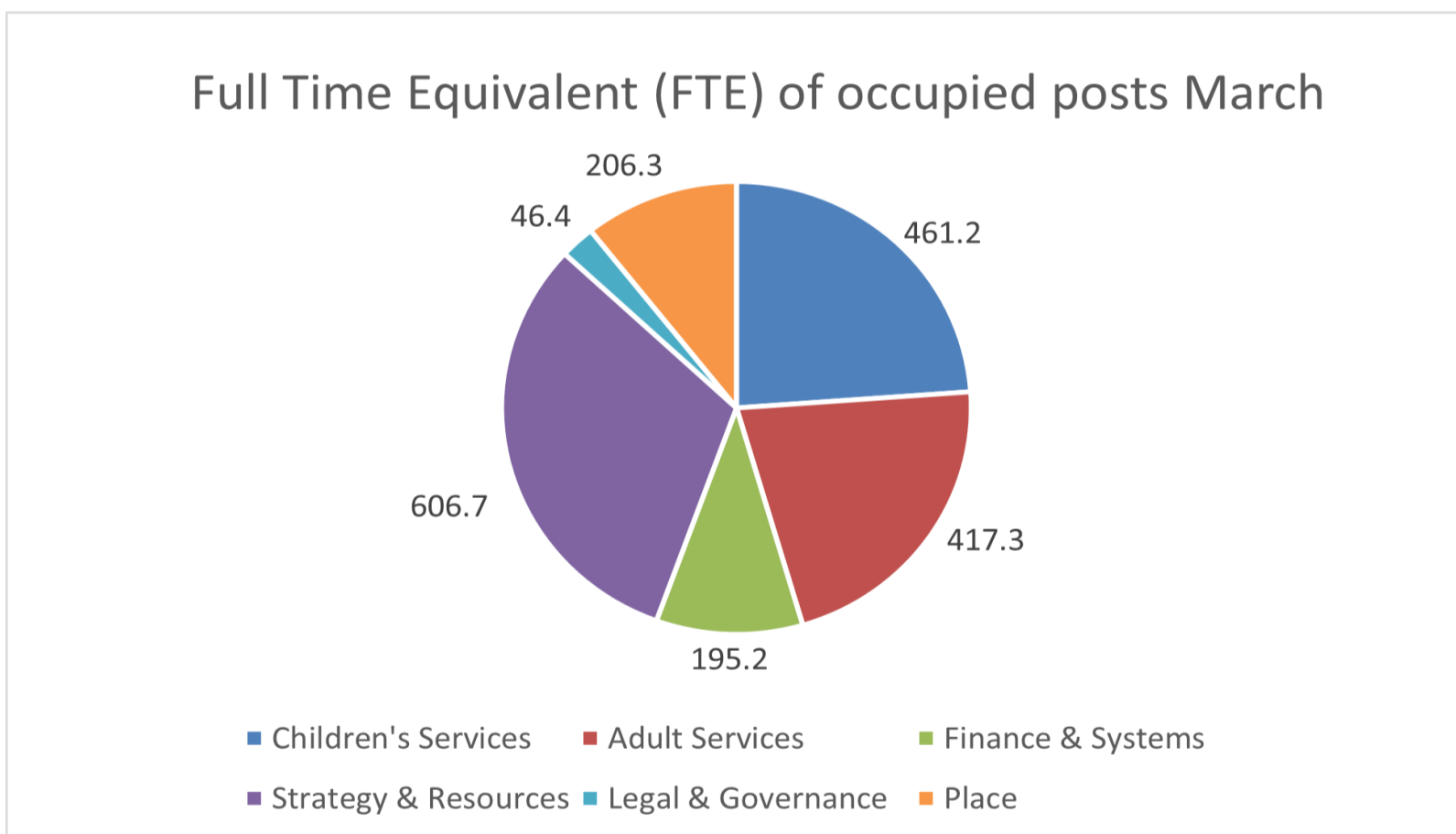
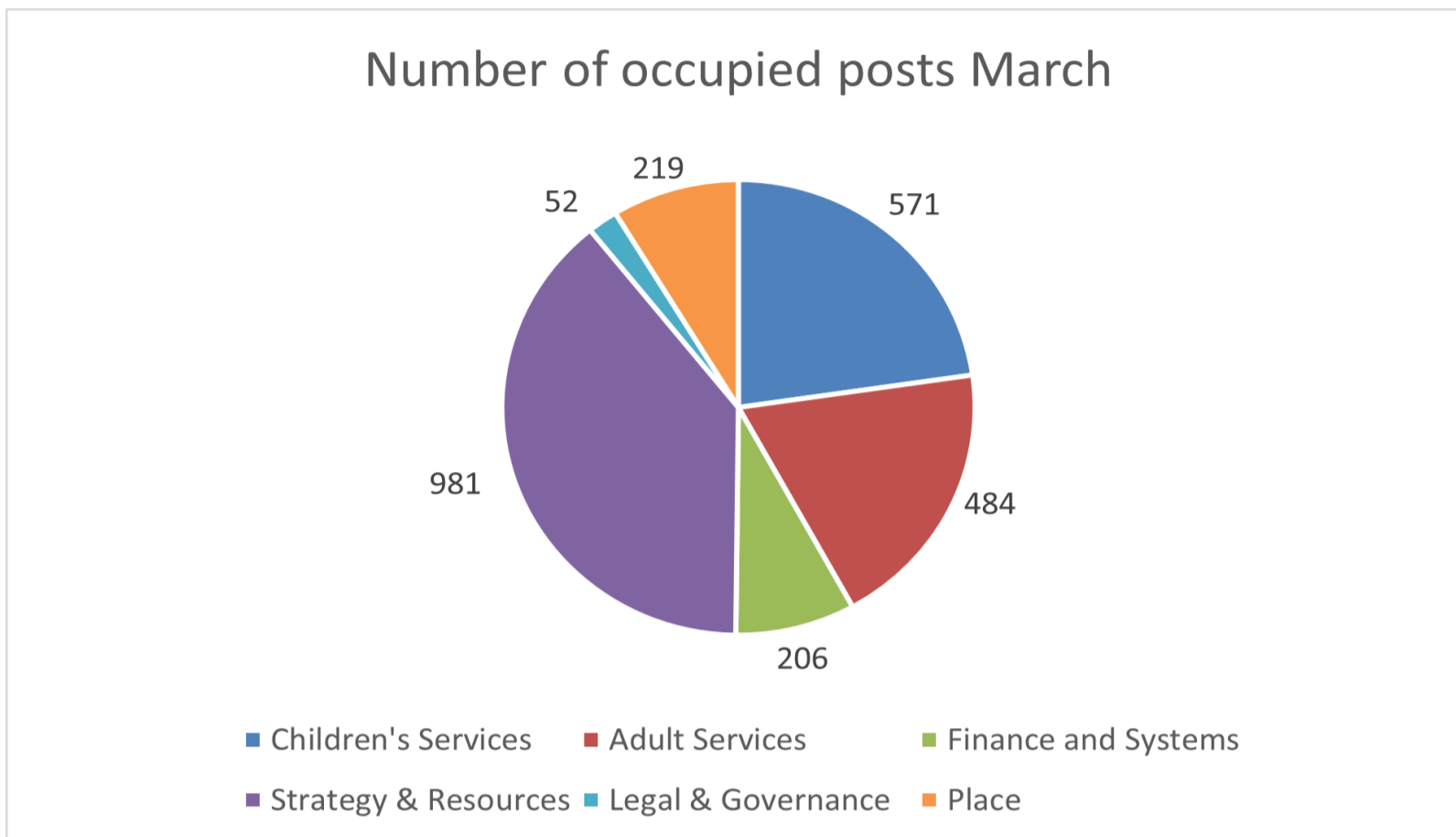


## Report Contents

- Page **3** - **Attract and Recruit**
- Page **7** - **Engage and Retain**
- Page **9** - **Grow and Nurture**
- Page **12** - **Embed and Sustain**



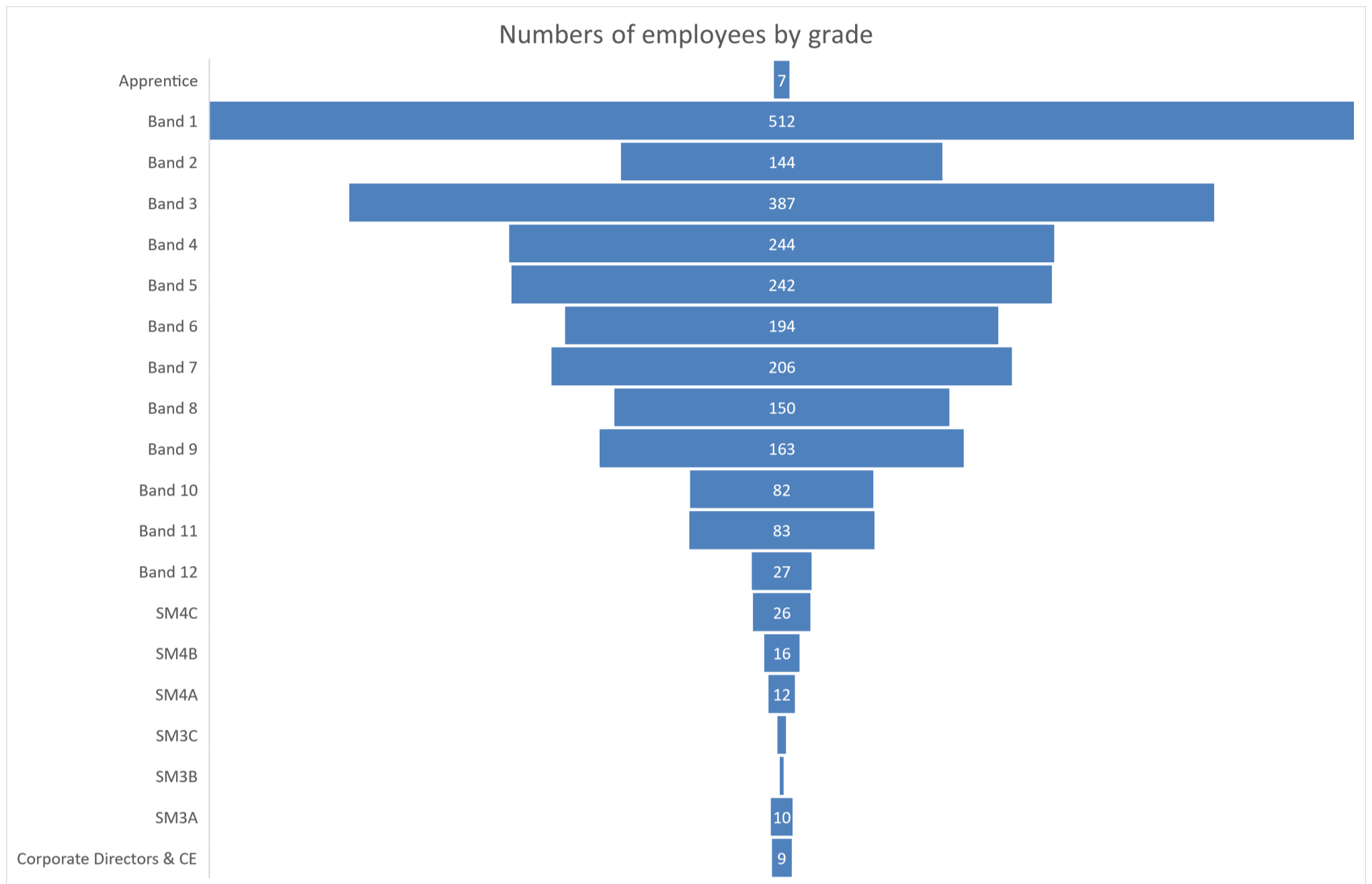
# ATTRACT & RECRUIT



In March 2023 there were a total of 2513 substantive posts occupied within the Council which equates to a full time equivalent (FTE) of 1933.1. The biggest variance between the number of posts and the FTE is within Strategy & Resources—this is due to staff who work in Operational Services for Education (OSfE) where the majority of roles are part-time, based on the nature of the needs of our schools client base. Some staff have more than one post within the Council so the headcount/total number of employees was 2410.

Over the year we welcomed 310 new employees to the Council which equates to 254 full time equivalents (FTE).

# ATTRACT & RECRUIT



## Number of employees by grade

There are 20 main grades within the Council, including those on Soulbury and Teachers terms and conditions. Any not on the main pay scales have been aligned with the band which includes their salary.

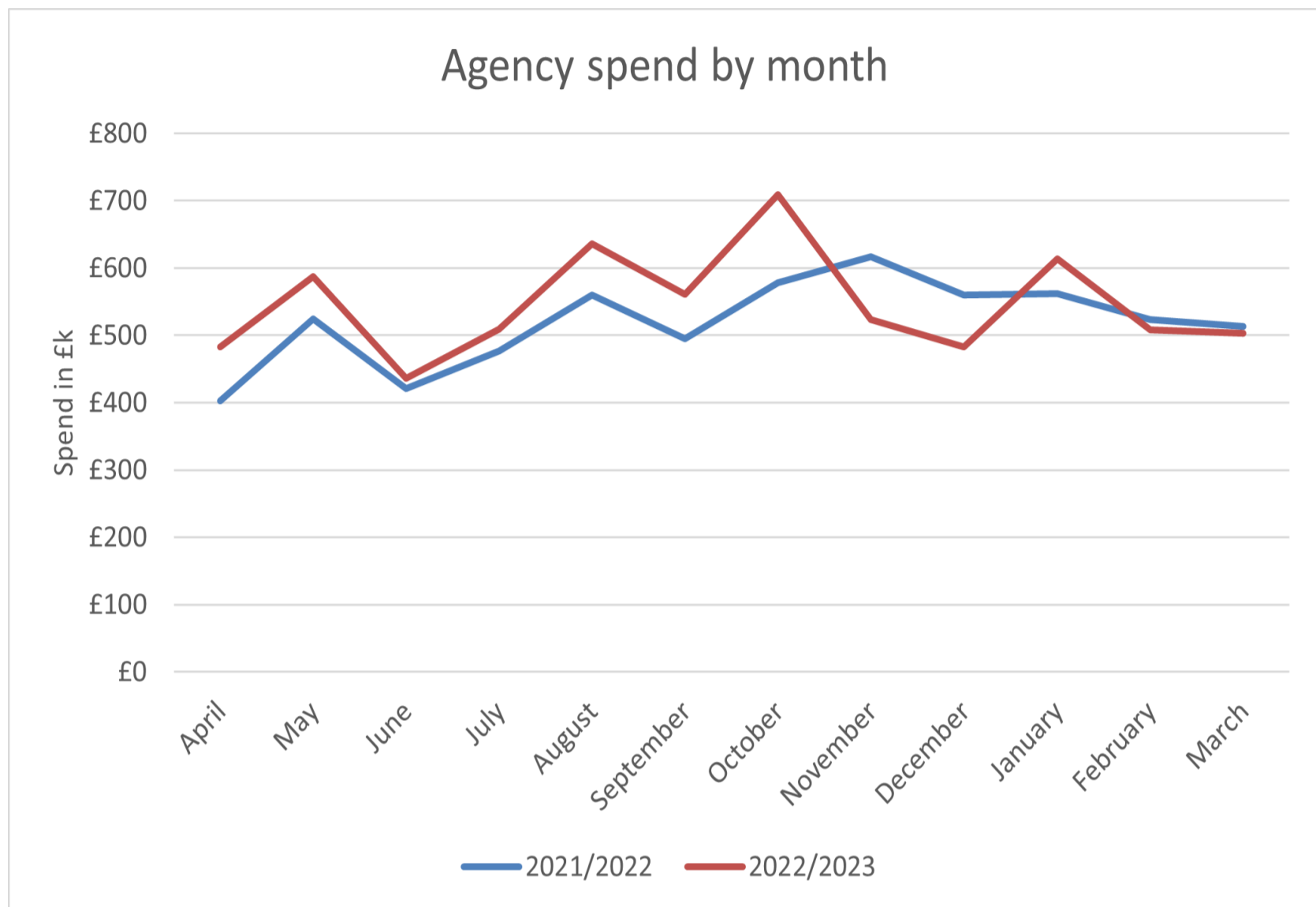
It can be seen that the band with the highest number of posts at 512, is Band 1 which includes many staff attached to our schools, mostly within Operational Services for Education (OSfE). The roles on band one include Catering Assistants, Cooks, Cleaners, Domestic Assistants, School Crossing Patrol Officer and Front of House Assistant. Many Band 1 roles are part-time and term-time, which provides flexibility.

As well as being on the Apprentice grade, some Apprentices are on Band 1.

Band 3 is our second most populated grade with 387 posts—these include Business Support Officers, Care Assistant, Crematorium Technician, Customer Services Advisor, Early Help Worker, Exchequer Services Support Officer, Library and Digital Advisors, Support Workers, Validation Officers.

Senior Manager roles make up 0.01% of the workforce and around half of our roles are up to and including band 4, and half above this grade.

# ATTRACT & RECRUIT



## Agency usage

The chart above details monthly agency spend in 2021/2022 as compared with 2022/2023. It can be seen that for around half of both financial years the spend showed a similar trend, however with the spend in the most recent year higher. From October to November in 2021/2022 the spend increased however in 2022/2023 the spend significantly decreased. Encouragingly In March 2022/2023 spend was slightly lower than the previous March.

The total agency spend in Q4 2022/23 was £1,625,440. In the previous period of Q3 2022/23 Agency spend was £1,714,206. Spend overall has decreased by 5.2% from Q3 to Q4. In the corresponding Q4 2021/22 the overall spend was £1,593,147, which is a marginal increase of 7.7%.

The majority of agency spend continues to be in Adults and Children's Services due to ongoing challenges with recruiting and retaining social workers. Work continues to try to mitigate this, such as the proposal of the GM pledge in Children's services, social work degree apprenticeships etc. to support us to move to a more stable workforce.

The majority of agency spend was through Reed (our umbrella agency) where the spend was £1,375,231 with the remaining spend via the Social Worker Agency Framework. Much of the pressure continues to be due to the difficulties recruiting qualified Social Workers and support workers.

A full breakdown of agency spend can be found in the Q4 Agency and Consultant spend report.

# ATTRACT & RECRUIT



## Resourcing

**Work Experience** - We have offered 20 work experience placements to Trafford school children . Most are taking place in July and are lasting for a working week. Placements are taking place across the directorates supporting a variety of career aspirations. We have also developed a suite of resources on our intranet pages to support managers to induct and onboard their work experience placement.

**Supported Internships** - We are working in collaboration with Children's Services to strengthen our supported internship offer. The proposal is to offer up to 10 annual placements at the Council as a pilot and increase this across the partnership to 20 placements a year. The placements will be supported by Trafford College and Pure Innovations. In addition we are in conversation with a Construction company who are also keen to offer a Supported Internship to Trafford residents. A meeting is planned for early June to progress.

**Operational Resourcing** - Operational Services for Education have a rolling recruitment programme. We meet weekly to discuss ongoing recruitment challenges to target vacancies. Dates are being agreed for community recruitment events, to interview candidates on the day and start recruitment checks.

We have supported with interviews for the Deputy Director of Public Health and Public Health Consultants. This has resulted in 2 successful appointments to the service. The candidates are currently undergoing pre-employment checks.

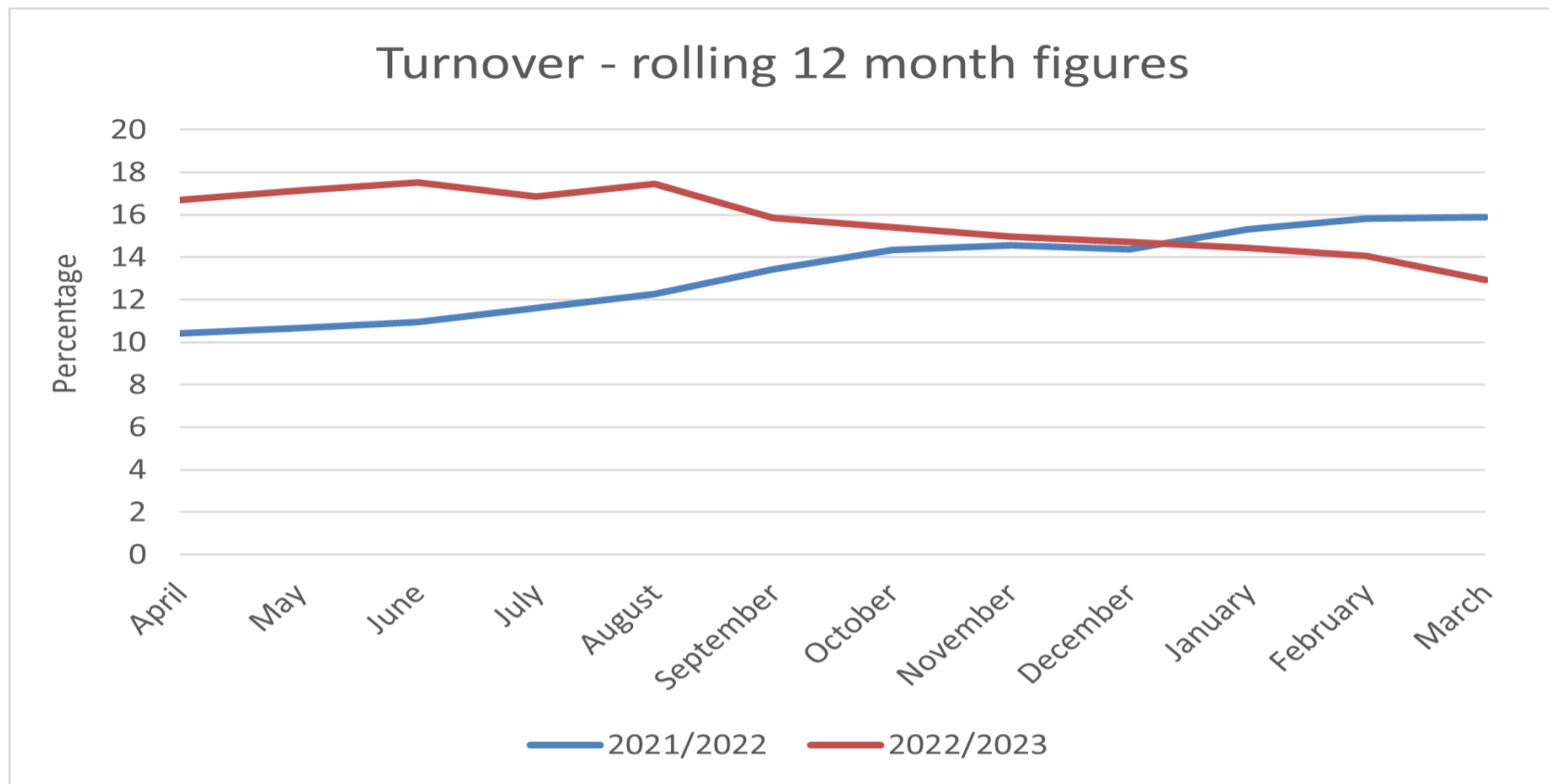
**Children's Services** - In April we attended the Children's Investing in People Steering Group. We supported Children's Services with two recruitment webinars as part of the ongoing children's campaign. In April this focussed on recruitment to the Cared for and Care Experienced part of the service, as they are facing extreme shortages. This was particularly beneficial in recruiting to the aftercare worker role available within the service which received 22 applications. We will support the motion that care experienced YP have priority access to roles in the council and are working with colleagues to progress the offer.

**Elections Resourcing Support** –The recruitment team supported the resourcing of count assistants, supervisors and receipt team members as well as ensuring right to work checks are in place for all staff for the election in May. This included collecting data and assigning wards to ensure correct resources were in place.

## Real Living Wage Accreditation

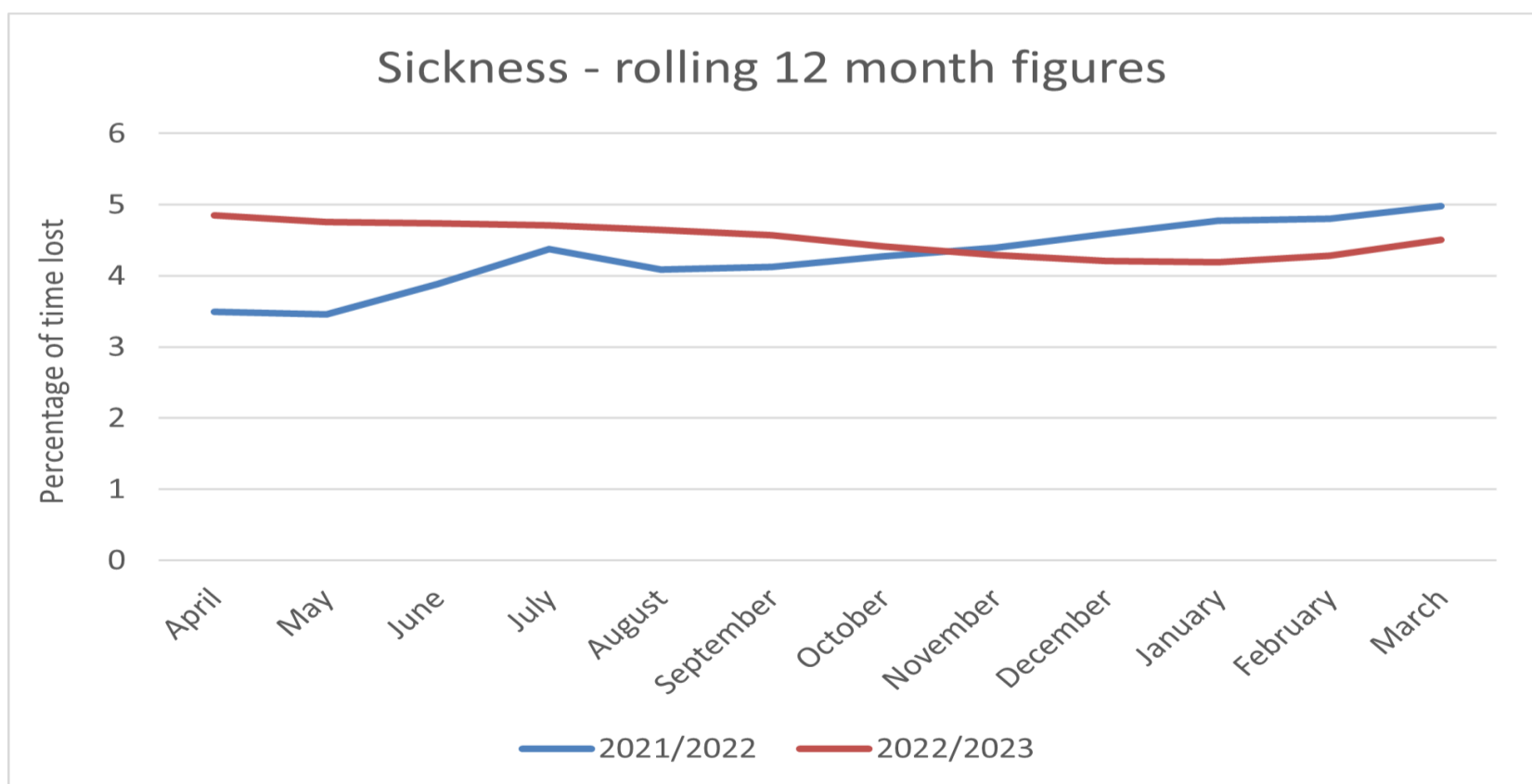
In support of one of the Council's key priorities to support people out of poverty by maximising people's income, we now pay the Real Living Wage to staff within the Council and our maintained schools. In March we achieved Real Living Wage Accreditation which formally recognises and celebrates employers who offer their staff the rate. This will support with our attraction strategy with higher pay for those starting at the bottom two pay points of our entry level band 1.

# ENGAGE & RETAIN



## Turnover

Our turnover figures are based on posts, and include all those who leave the Council for any reason. In 2021/2022 the figures started to increase over the year from 10.42% in April ending at 15.88% in March – some of this is likely to be due to the longer term impact of the pressures on services during covid, nationally referred to as ‘the great resignation’. Through 2022/2023 figures peaked in June 2022 and have been on a downward trend since then with the figure at 12.93% in March 2023.



## Sickness absence

We report sickness absence by percentage of total available time lost to sickness absence. Sickness in April 2021 was 3.49% and then it increased over the year to 4.98% in March 2022. Through 2022/2023 it has gradually decreased each month until February 2023 where there is a slight upturn and the sickness at the end of the financial year was 4.50%. There have been decreases in both long-term and short-term absence. There has been variable levels of COVID-19 related sickness over the two years, however levels are now very low.

# ENGAGE & RETAIN



## Health and Wellbeing

**Active Travel Events** - Our Staff Active Travel Group arranged a number of events in May to encourage and support staff to get walking, wheeling and cycling more.

- They arranged for Manchester Bike Kitchen to fix up 24 staff bikes at Sale Waterside and Trafford Town Hall
- A lunch and learn was provided to colleagues on all things active travel, including our staff facilities, range of active travel resources available and support available through the Staff Active Travel Group.
- Cycling UK came to Trafford Town Hall to give colleagues a chance to try out e-cycles – a great way of using a bike for a longer distance commute, or for less able riders. Our Leader, Councillor Ross came down and tried an e-bike out for himself.

**Mental Health Awareness Week** - During Mental Health Awareness Week in May we delivered a webinar with the Greater Manchester Resilience Hub covering strategies for managing our emotions during challenging times. The session also covered the support that the Hub provides to Health and Social Care colleagues. 18 staff members attended.

We also held two face to face tea and talk sessions were held at Trafford Town Hall and Sale Waterside. These included a fantastic mindfulness session delivered by a passionate colleague from Children's Services and then a chance for colleagues to chat and take some time out supported by our Mental Health First Aiders.

During the week we also delivered two in-person Mindfulness / Tea and Talk sessions – one at Trafford Town Hall and one at Sale Waterside. The sessions started with a mindfulness exercise followed by a chance for colleagues to connect with our Mental Health First Aiders present. 15 colleagues attended in total.

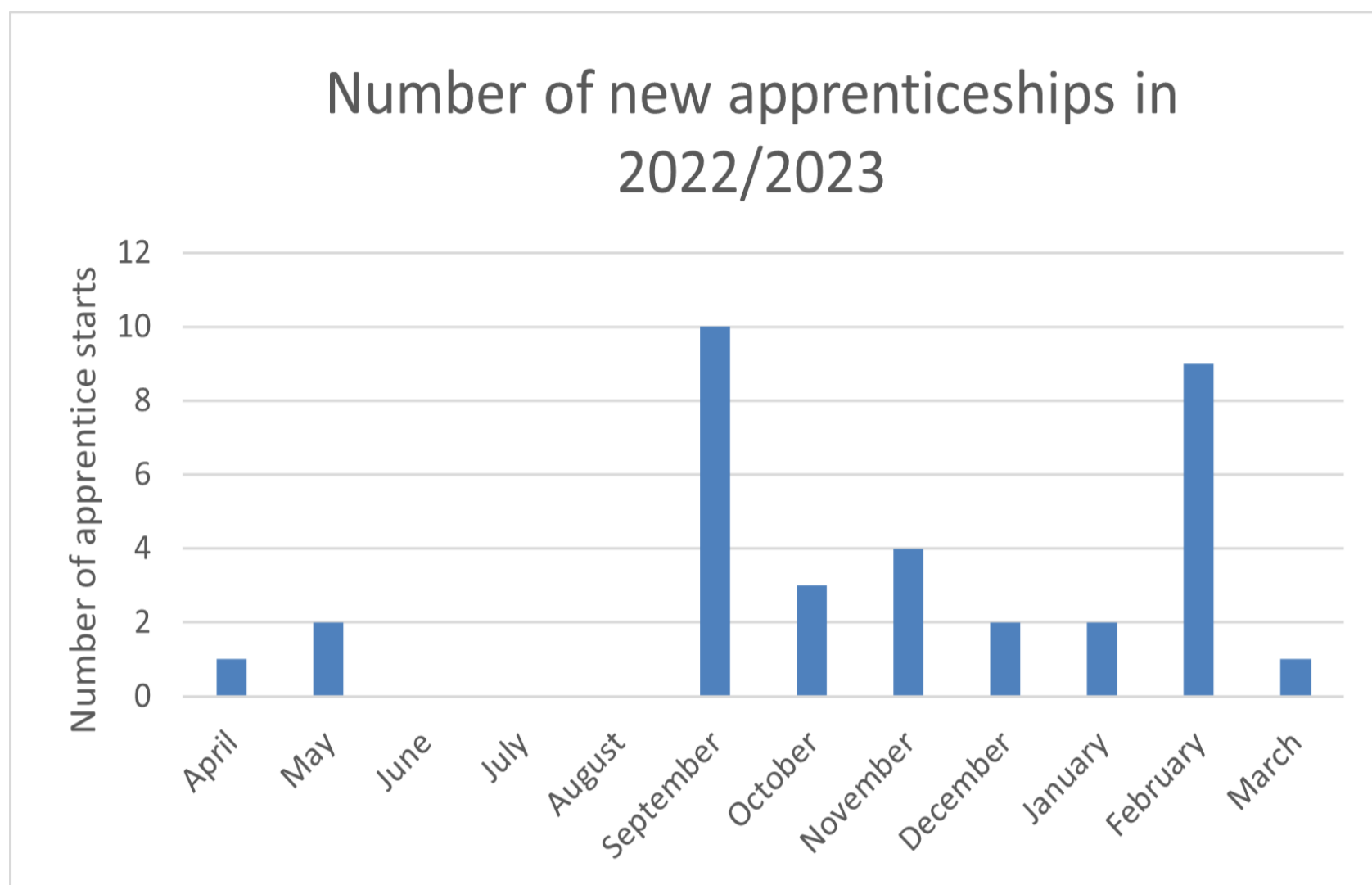
**Menopause support**—We have reviewed and are in the process of refreshing our Menopause offer to colleagues. Bi-annual sessions are planned for both colleagues and managers and our internal resources have been updated via the intranet with support guides and materials.

## Policy, reward and benefits

**Eyecare scheme**—We offer a scheme to ensure we meet our responsibilities under H&S legislation to provide free eye tests for regular VDU users. Further to a change in the business model of our previous provider, we went through a procurement process to select a new provider. We have now implemented the process for accessing an eye test and glasses, where needed, with the new opticians.

**Pay increase for term time colleagues**— Further to the inclusion of an additional day of leave as part of the NJC pay deal agreed in 2022/2023, this has meant additional pay for those who work term time. They receive a slight increase in annual salary instead of being given an extra day away from work as they already have a greater period of leave than those who work full year. This exercise meant recalculating what is known as the 'term time fraction' to add in the extra day and then implementing this in the HR and Payroll System for those employees within the Council and our schools. The change was effective from 1st April 2023.

# GROW & NURTURE



## Apprenticeship Scheme

During Q4 we have enrolled a total of 12 apprentices across the Council in a range of areas such as Public Health, Procurement, GMSS and IT services. Our Social Work Degree apprenticeship started in September 2022 with 7 apprentices from Children and Adults Services, which saw an increase in our numbers for this month. Numbers also increased in February as we promoted our new inhouse cohort Leap into Management Level 5 in Q3 and have enrolled 5 colleagues from across different directorates, this cohort started in February 2023.

## Learning and Development Activity

**Presentation skills training**—Working with colleagues in our modernisation team we have launched a new Presentation skills training course. Colleagues within the Modernisation Team attended an external ‘Train the Trainer’ course and have since delivered a number of sessions to council teams. This course will be scheduled regularly on our Learning and Development Calendar.

**Course offer**—we continue to offer a range of learning and development events for colleagues to attend through our learning and development calendar. Popular courses over recent months have included Values Based Recruitment Training and EPIC Check-In Training. Our EPIC Manager Programme still runs periodically and we are currently facilitating Cohorts 23 and 24.

# GROW & NURTURE



## Learning and Development Activity

**Course offer**—To help increase completion of our mandatory e-learning courses, we have begun moving managers over to ‘appraiser’ roles in the eLearning system and provided training to these managers. We are currently working with colleagues in our adults directory and Operational Services for Education (OSfE). The appraiser function will enable managers to view team member course completions rather than relying on monthly reports distributed via the learning and development team.

**E-learning**—We have started the procurement process for a new eLearning system. This has included scoping out system requirements and kick starting the project management process with system stakeholders. In May we tested the potential system we will be procuring as part of the GM contract and confirmed that we will be staying with our current provider meLearning and moving to their new platform called FORM.

During May 2023 we have been working on the development of two new eLearning courses, ‘Finance for Budget Holders’ and ‘End of Year Finances for Budget Holders’, working with Finance colleagues. These courses will be launched over the forthcoming weeks.

**Leading through Change course**—We have now completed 4 of the 7 workshops in this programme for leaders and managers in Adult Social Care / Public Health. The evaluation to date continues to be positive with leaders feeding back that they’ve used the resources provided in team meetings and individual 1:1’s.

We have also met with the Quality Assurance lead and continue to ensure that the programme aligns with newly forming guidance from the CQC in relation to their regulatory domains and particularly the ‘Well Led’ element of the service. We’ve discussed the development of a leadership ‘plan on a page’ to summarise the approach from the learning and activity.

**Adults**—We are supporting Adults Directors in getting ‘inspection ready’ by reviewing their mandatory courses, reviewing compliance, data cleansing and working with managers to monitor training going forwards.

**M365 Development**—We are working alongside our IT and Digital colleagues and Changing Social in supporting the adoption and change programme. There are 3 planned cycles of training across the whole council for which we are supporting with the administration of training sessions and calendars. for named service leaders, data administrators and digital champions. We will also be supporting IT and Digital colleagues with an evaluation of the training and implementation.

**Elected Member training** — We delivered a Transgender Awareness Course for Members in March 2023 with Gendered Intelligence and through member development needs we have developed a programme for the rest of this year. Induction for new members is well under way, with a welcome meeting in May 2023 and further sessions booked in.

**Upskilling Managers in Employee Relations** - We have started to develop a suite of managers e-learning modules and training sessions on key HR topics such as Conduct, Attendance, Capability, Dignity at Work and Grievance.

The Training and Development of Managers coincides with a full review of the HR documentation and creating clear processes maps and manager toolkits with the over all aim of supporting managers to effectively manage HR processes and conclude activities in a timely manner.



# GROW & NURTURE



## Health and Safety

**Your Safety, Your Wellbeing Initiative** - the internal safety and wellbeing initiative to refocus and engage with services on the fundamentals of safety and wellbeing continues to be promoted since its launch in January 2023. As well as the dedicated intranet resource pages, the campaign was promoted at OSfE Seminars and staff and leader 'Let's Talk' sessions including focus on computer workstation health and wellbeing. A programme of service self-assessments and subsequent health and safety auditing is now underway.

**Managing volatile incidents in our buildings** - work has progressed to improve the safety and wellbeing of staff in our buildings from volatile and aggressive behaviour displayed by visitors and service users. This has included improved procedural processes for support from our security teams and physical improvements underway with our door pass access systems, car park barriers and CCTV arrangements. The working group originally including Health and Safety Unit, Estates Team, Emergency Planning and FM providers is now a refreshed 'Trafford Internal Security Review Group'. It now incorporates wider representation from relevant services, to improve workforce consultation and support proactive management of service users.

**Fatality incident support** - in October 2022, a major accident took place in Sale where two persons were struck by a falling tree tragically leading to one person being fatally injured and the other person incurring serious injuries. The Council and Tree Unit, who manage our tree stock, were subject to investigation initially by Greater Manchester Police and then the Health and Safety Executive under health and safety legislation. These investigations were supported by the Tree Unit, Legal Services, Health and Safety Unit and Insurance Services. The Health and Safety Unit also undertook a significant internal investigation into the accident considering the circumstances, tree stock management arrangements and general health and safety management within the Tree Unit.

The HSE investigation concluded with confirmation that no further action is to be taken against the Council arising from incident. The incident and subsequent investigation details are still subject to a Coroner's Inquest. However, the Health and Safety Unit are supporting the Tree Unit with the outcomes and recommendations of the investigations.

# EMBED & SUSTAIN



## HR services for schools

We offer several different services to schools via annual SLA arrangements. The SLAs provide an income to the HR function which is used to resource the services we provide and also to increase capacity for Council workforce activity. As well as those detailed below, Greater Manchester Shared Services (GMSS) offer a payroll service. There are standard packages for the SLAs, however in addition to this for some there are pay as you go options for some aspects of the offer. This provides more flexibility for schools.

**HR Consultancy SLA:** The buy-back of the HR Consultancy remained stable in 2022/2023 as in the previous year and our customers include schools and other organisations in Trafford. We offer 2 levels of SLA, one which includes a face to face presence in addition to the unlimited telephone/email advice of the first. A number of schools have returned to purchase the Trafford HR Consultancy SLA, and further activity is planned this year to promote the HR Consultancy SLA and engage with schools who do not currently buy-back.

**Health and Safety SLA:** A strong buy back of our health and safety service was noted for 2022/2023 with the Health and Safety delivering on-site visits for the audit programme throughout the year. Schools have been recommended to receive either a 'full management audit' option or fire risk assessment as required to support their compliance needs.

**Occupational Health SLA:** The level of buy back of this key service was exactly the same in 2022/2023 as in the previous year. The Council uses a provider for their own Occupational Health requirements as well as offering it out to schools—this is part of a GM contracts collaboration, and the provider has remained the same across the two years.

**TU Facility Time SLA:** The Council and our schools recognise several Trade Unions and provide them with agreed amounts of facility time. Depending on the type of school, they can access teaching TU reps either via de-delegation or buying into the SLA. For access to TU reps for support staff this is solely via the SLA.



# EMBED & SUSTAIN



## GM Good Employment Charter

The Charter is a voluntary membership and assessment scheme, which aims to elevate employment standards in GM. There are 7 different characteristics of good employment, namely: secure work; pay; recruitment; health & wellbeing; flexible work; engagement & voice, and; people management. We have had supporter status for several years and further to more work in these areas to improve the offer and experience of Trafford colleagues we applied for and have achieved member status.

## Elections

Throughout April and into early May we worked with Democratic Services to facilitate training for staff working at the Local Government election on 4 May.

**Count Supervisor Training** – Face to Face sessions delivered to run through the count including the grass skirt process. Training was more immersive so that supervisors could see the process in action and ask any questions.

**Count guidance booklet** - This was developed and distributed to all staff who volunteered to work the elections, summarising the process and details about the event.

**Poll Station Training** – Virtual training sessions delivered by Democratic Services via MS Teams for colleagues working in the polling stations. The sessions covered established training content alongside changes e.g. voter ID, that polling staff need to be aware of.

**Member Sessions** – Sessions for current elected members to attend to understand and familiarise themselves with the count and the Grass Skirt process. An information pack, including the video summary was also sent to all candidates and agents.

## Review of Hybrid working

As part of Let's Talk sessions with leaders and colleagues in February and March, we considered what was working well and less well with our hybrid working approach. The feedback reinforced how diverse we are as a council and therefore it is not possible to have a "one size fits all" approach to hybrid working.

Taking on board the feedback, we have defined some core principles which are underpinned by a hybrid working framework and tools. This will give further clarity around expectations and empower managers to design and discuss hybrid working within teams to ensure that the right balance is struck to meet the needs of colleagues, partners and crucially our residents. The next steps are to communicate this framework to managers and hold a series of drop-in sessions to support managers with any specific challenges.

## Refresh of the People Strategy

We continue to work on the refresh of the people strategy which is due to be re-launched in September 2023. The HR Director is currently meeting with Heads of Service to hear feedback which will help support the reshaping of the strategy.

# EMBED & SUSTAIN



## Service improvements

**Internal Audit: Health and Safety Unit** - The Council's Audit and Assurance service have completed a review of the Health and Safety Unit as part of their Internal Audit Plan. The findings showed 'Substantial Assurance' in the delivery of the Service with areas reviewed operating in a sound and effective manner. The Health and Safety Unit are progressing the recommendations, including updating current data on team structures/functions to support an updated risk profile of Council services and delivery of a proactive audit programme by the team.

**HR Operations Improvement Work: Document templates** – A suite of letters, forms, document templates are being created for the key areas for HR operations. The aim of this exercise is to upskill line managers, provide a more efficient completion of casework administration and also to provide a consistent approach to the way in which we present our casework administration. Included in this is a review of the current process to ensure we reflect our policies and best practice.

**Itrent Case Manager** – The HR system, Itrent, has a function that enable us to accurately record the steps and actions taken in HR casework. By implementing this function we will be in a position to more easily provide up to date information for reporting and legal purposes. Mapping out of the HR processes is underway and a public sector partner has agreed to a demonstration of the model.

**CRM move to 365** – The CRM system which is used to log questions/queries to GMSS will become 'unsupported' from May 24. After this date queries will be raised via M365. The 'as is' processes have been reviewed and agreed and there are plans to commence the user stories.

**Automation of Business Case sign-off for resourcing** - Currently we have a manual process for this and we are automating it using Microsoft Power Platform. During May testing of the new system continued. This is now in the final stages and a soft launch is planned over the forthcoming weeks.

**New resourcing intranet pages** - The new pages are now live with future pages planned during 2023.

**Recruitment direct inputting of new starters** - In April, the recruitment team started direct inputting of information into the payroll system (iTrent) for new starters. 25 were successfully completed across April and May. Previously this was done via a form going from Recruitment to GMSS however this meant double handing and a higher risk of error. Recruitment Applicant Tracking system—we attended a GM Steering group meeting in April. Work is ongoing in preparation for the new Applicant Tracking System. A tender specification is being finalised by the greater.jobs team and work has begun to prepare for the scoring of the specifications.

## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 26<sup>th</sup> June 2023  
**Report for:** Information  
**Report of:** Director of Human Resources

### Report Title

**Agency and Consultant Spend for Q4 Period 1 January 2023 to 31 March 2023**

### Summary

**This report details the quarterly spend for the Council on agency workers and consultants. Spend is broken down by quarter and also by Directorate with an overview of the reasons agency and consultants are 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 supports the outcomes of our corporate priorities.
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: Cal Aston, Resourcing Consultant

## **1. Background**

- 1.1 A robust vacancy clearance process is in place to ensure 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 the Director of HR and Director of Finance overseeing a 4 week vacancy pause in place for some roles (excluding Health and Social Care) to support budget pressures. We ensure a robust recruitment process is followed and primarily consider employees on notice from redundancy (redeployees), “at risk” staff (those employees where there is a real risk of redundancy) and apprentices before we openly advertise roles.
- 1.2 It is recognised, however, that there will be circumstances whereby there are immediate resourcing needs (predominantly short term in nature) for example that are time limited, where 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 agency spend breakdown for Quarter 4 - 2022/2023.
- 1.4 Agency costs for this quarter have been met from within existing staffing budgets to support services whilst they have been restructuring, reshaping and recruiting to vacant posts and meeting our statutory obligations on a day-to-day basis.

## **Directorate Overview**

### **2.1 Children’s Services**

- 2.1.1 In Q4 2022/2023 agency spend in Children’s Services totalled £967,933.31. This includes spend via REED Agency, totalling £717,432.12 and the Social Worker Agency Framework (SWAF), totalling £250,501.19. During Q4 there were 77 active assignments.
- 2.1.2 Agency spend in Q4 has decreased by £108,912.63 compared with Q3 (£1,076,845.94).
- 2.1.3 The largest proportion of the Q4 2022/23 agency spend is on interim qualified Level 3 Social Worker roles totalling £531,266.62 (£339,351.71 with Reed and £191,914.91 with SWAF).

- 2.1.4 We continue to rely on the use of agency workers from other providers which we engaged via the Councils 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. Having the SWAF has assisted in managing the gaps and created some flexibility whilst still operating in a framework. The total Children's spend via SWAF in Q4 2022/23 was £250,501.19. This spend has remained static compared to in Q3 (the spend in Q3 was £256,605.01). We have continued to see a level of stability in agency staffing complimented by a relentless focus on permanent recruitment.
- 2.1.5 The majority of agency spend is due to the service discharging its statutory responsibilities for providing social work and social care services for vulnerable children. The interim staffing need is primarily required to cover staffing resource gaps, created where there is cover requirement for sickness, maternity leave or secondment opportunities. Cover is critical to ensure that service users receive the appropriate level of care and support.
- 2.1.6 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 work closely with the Practice Improvement and Learning Service and continuing to support the service in several 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 is a commonality of language and approach.
  - Attending their EPIC Leadership Masterclasses the first of which was on resilience and supporting leaders and managers to put the learning into practice with themselves and their teams.
  - Continue to support Children's Leadership forums and will be looking further at how psychological safety correlates to the b-Heard survey results and influence the service and team action plans.
- 2.1.7 HR are continuing to work in partnership with the Strategic Lead - Practice and Improvement and Learning, 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. Individual conversations are held with our current agency workers to share information about the benefits of working at Trafford on a permanent contract. This will aid Trafford to understand current market / labour trends and thinking. Developing target recruitment to key areas of the service is also underway.

- 2.1.8 Regional meetings facilitated by North West Employers have taken place bringing colleagues together to consider the ongoing challenges of recruitment and retention across the social care workforce at a national, regional, and local level. We will be focussing on the need for national early career requirements, standardised pay and conditions, alongside a national communications strategy. GM we are working towards a NW pledge (that aligns to the London Pledge). This involves the introduction of a set of national rules on the engagement of agency social work resource in local authority children's social care including the introduction of national price caps on what local authorities may pay per hour for an agency social worker. GM are aiming for a September launch.
- 2.1.9 ASYE: The senior learning and development officer supports the Learning and Improvement team with the coordination of the Assessed and Supported Year in Employment (ASYE), supported by the Learning and Improvement team in children's services. There are currently 16 NQSWs in Children's Services on the ASYE. This programme involves support and assessment against the Post Qualifying Standards in their first year in practice.
- 2.1.10 Social work students: we have facilitated 10 social work final placements and 2 first year placements this academic year. We have successfully recruited 5 social workers from this cohort so far, with plans to interview the others who are nearing the end of their placements shortly.
- 2.1.11 Greater Manchester Step Up partnership: we are involved with this 15 month post graduate fast track route into children's social work. We are recruiting 3 more Step Up students who will start their programme in January 2024
- 2.1.12 Social worker apprenticeship: We have a successful social worker apprenticeship programme, which involves completing a social work degree in 30 months, through university learning at Man Met, with and extended practice development opportunities within their substantive roles. Two social workers have graduated this year and are now starting their ASYE. Cohort 3 (2021-2024) has 3 staff members, who have started their final year and 4 staff on Cohort 4, successfully completed their first year at the end of March.
- 2.1.13 Career progression: There has been a recent review and new approach to this pathway in children's services. This new approach will be piloted with 2 social workers who will present to a panel in September. This involves band 7 social workers (post ASYE) evidencing their practice against the Experienced Social



Worker level of the Professional Capabilities Framework (PCF) for social workers before their progression is confirmed.

## 2.2 Adult Services

- 2.2.1 In Q4 2022/23 spend in Adult Services totalled £264,330.96 via REED our umbrella agency. In Q4 there were 122 active assignments across the Directorate.
- 2.2.2 This has decreased by £28,774.43 when compared with Q3 2022/23 where the spend was £293,105.39.
- 2.2.3 Please note that overall Reed spend (table 2), includes spend on 1:1 Support in Private Care Homes totalling £189,819.63 which is a commissioning contract for services. This spend is recharged to clients and is not part of the Council staffing budget.
- 2.2.4 The largest spend in Q4 2022/23 was £157,219.71 on interim qualified Social Worker roles. This has decreased when compared to Q3 where the spend was £215,341.21
- 2.2.5 The next biggest spend is on Support Workers at Ascot House and Supported Living in Q4 which totals £92,372.55. Spend has increased when compared to Q3 2022/23 (£55,195.68). The internal Resourcing service continues to support the targeted recruitment of Support Workers via a social media campaigns and attendance at job and career fairs.
- 2.2.6 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](#).
- 2.2.7 The academy provides 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 schools' 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; there are now 6 schools offering the course and will increase to 7 in September 2023. Trafford Learning Academy is now a school enterprise advisor for Altrincham College and Flixton Girls School. The Learning Academy has developed links with Manchester Metropolitan University to promote Trafford ASC career opportunities with Integrated Health and social Care undergraduates.

- 2.2.8 Trafford Learning Academy provides a range of support to aid staff retention, such as confidential 1:1 support around career aspirations or frustrations, Ripfa communities of practice to support workers CPD, group learning support for newly qualified Social Workers, and learning support for apprentices.
- 2.2.9 The Learning Academy is proactively supporting school students with their work experience opportunities in Year 10, identifying schools and social care services by locality, and linking students seeking work experience with local social care providers. A similar offer has been extended to college students who require a year-long placement as an integral part of their health and social care course.
- 2.2.10 There was a recent paper on this committee that set 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 which has been agreed, development opportunities and incentives, and bespoke recruitment campaigns.
- 2.2.11 We continue to support the directorate with action planning following a staff survey and subsequent establishment of a staff group and action plan. This has involved working with the senior leadership team and staff representatives to make sure that the defined action plan has allocated owners and existing work is populated and communicated to the workforce.
- 2.2.12 HR / OD are now in the process of delivering a six month Leadership programme for the Adults and Wellbeing directorate. The 7 workshop programme has been developed with the Director and Quality Assurance Lead and is aligned to the CQC inspection requirements and leadership framework from Skills for Care and acknowledges the b-Heard survey report responses from 2022. Feedback to date has been really positive with individuals on the programme applying the tools in their work practice. The programme is due to be completed in July with discussions already in place around continuous learning
- 2.2.13 ASYE: The senior learning and development officer coordinates the Assessed and Supported Year in Employment (ASYE), supported by the workforce development officer in adult services. At the end of March, there were 6 NQSWs in Adult services on the ASYE. This programme involves support and assessment of newly qualified social workers (NQSWs) against the Post Qualifying Standards during their first year in practice.
- 2.2.14 Social work students: Adult services have supported and assessed 6 social work final placements to March. We support these degree students to apply for jobs in the authority, once they are qualified.
- 2.2.15 Social worker degree apprenticeship: We have a successful social worker apprenticeship programme. Two SW apprentices qualified in March and are

taking up social work posts and starting the ASYE. Cohort 3 (2021-2024) has 3 staff members, who are starting their third year and 3 staff member in Cohort 4 have started their second year. This programme involves the employees (social worker apprentices) working in frontline roles in social care, while completing the degree in social work, through university learning at ManMet and extended development opportunities within their substantive roles.

2.2.16 Career progression: This involves social workers attending and passing a university module at Masters level, and preparing a portfolio of practice evidence for a panel. In the portfolio and panel discussion, the social worker evidences their work and development against the Experienced Social Worker level of the Professional Capabilities Framework (PCF) for social workers, before their progression is confirmed.

### 2.3 Legal and Governance

2.3.1 In Q4 2022/23 the total agency spend in Legal and Governance totalled £158,418.80. Spend has decreased compared to Q3 2022/23 which was £211,069.95.

2.3.2 The largest spend is on solicitors for Q4 22/23 £145,417.97, this was a slight decrease when compared to Q3 22/23 which was £161,255.34. There is 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.

2.3.3 A review is underway to identify a solution to the recruitment and retention of these staff, 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.

### 2.4 Finance and Systems

2.4.1 In Q4 2022/23 the total agency spend in Finance and Systems totalled £23,958.16. Spend has increased when compared to Q3 2022/23 which was £8,934.38.

2.4.2 This increase is due to the employment of a Finance Manager to cover long term sickness absence.

2.4.3 The service has also engaged a agency worker to support the roll out of Windows 365.

### 2.5 Place

2.5.1 In Q4 2022/23 agency spend in Place totalled £4,184.31 and as of 31 March 2023, there were 3 active assignments.

2.5.2 Agency spend has increased slightly compared to spend in Q3 2022/23 which was £2,432.72.

2.5.3 The total spend in Q4 is for ESOL assessor roles are being funded from the Home to Ukraine Funds.

## 2.6 Strategy and Resources

2.6.1 In Q4 2022/23, the total agency spend in Strategy and Resources totalled £16,857.78 and there were 3 active assignments as at 31 March 2023.

2.6.2 Agency spend has decreased when compared with Q3 2022/23 which was £44,692.64.

2.6.3 The agency spend this quarter has been for a variety of roles (Director of Communications, Application Support Officer and Catering for The Terrace at Trafford Town Hall).

## 3. **Summary Agency Spend Position**

3.1 The total agency spend in Q4 2022/23 was £1,625,439.95. In the previous period of Q3 2022/23 the spend was £1,714,205.62 – so it has decreased slightly.

3.2 In the corresponding Q4 2021/22 the overall spend was £1,593,146.80. So this figure remains fairly static.

3.3 The majority of agency spend continues to be in Adults and Children's Services, due to ongoing challenges with recruiting and retaining social workers. Work continues to try to mitigate this and move to a more stable resourcing position.

3.4 The majority of the agency spend was through Reed (our umbrella agency) where the spend was £1,375,231.00 with the remaining spend via the Social Worker Agency Framework. Much of pressure continues to be the difficulties recruiting qualified Social Workers.

3.5 We will continue to monitor agency spend and provide reports for visibility.

#### 4. Annual Agency Spend across GM

**Table (1):** The table below highlights the annual agency spend to March 2023 with REED, our umbrella agency provider across Greater Manchester by Local Authority. 52% of all agency spend with Reed is within the social care sector.



**Table (2):** Details the annual spend of the 10 local authority neighbours in GM and GMP, GM Fire and Rescue and Transport for Greater Manchester that use REED.

Spend by Client	£
Blackburn with Darwen Council	468,508
Blackpool Council	908,877
Bolton Council	7,662,888
Bury Council	6,075,538
Greater Manchester Fire and Rescue	209,824
Greater Manchester Police	9,263,809
Manchester City Council	16,932,213
Oldham Council	6,202,134
Rochdale BC	5,958,476
Salford City Council	3,619,210
Stockport Met BC	3,806,080
Tameside Met BC	7,038,658
TfGM	317,848
Trafford Council	5,415,703
Warrington BC	4,617,030
Wigan Council	4,217,233
<b>Total</b>	<b>82,714,029</b>

		Total / Average	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Spend by Client	Blackburn with Darwen Council	£ 468,508	£ 34,681	£ 27,448	£ 36,078	£ 31,363	£ 29,925	£ 46,919	£ 35,511	£ 27,789	£ 35,389	£ 34,082	£ 56,223	£ 73,103
	Blackpool Council	£ 908,877	£ 76,026	£ 78,687	£ 97,268	£ 62,685	£ 66,451	£ 88,364	£ 79,822	£ 70,514	£ 77,078	£ 46,076	£ 70,060	£ 95,847
	Bolton Council	£ 7,662,888	£ 572,355	£ 596,761	£ 739,577	£ 610,338	£ 545,449	£ 698,427	£ 602,992	£ 588,390	£ 721,919	£ 538,969	£ 608,496	£ 839,216
	Bury Council	£ 6,075,538	£ 399,366	£ 409,529	£ 477,202	£ 362,790	£ 354,067	£ 457,433	£ 443,926	£ 555,619	£ 699,831	£ 511,670	£ 598,393	£ 805,710
	Greater Manchester Fire and Rescue	£ 209,824	£ 16,270	£ 17,087	£ 16,566	£ 13,133	£ 16,508	£ 23,280	£ 21,676	£ 9,586	£ 25,165	£ 14,717	£ 14,456	£ 21,379
	Greater Manchester Police	£ 9,263,809	£ 567,814	£ 631,699	£ 772,808	£ 602,708	£ 662,239	£ 822,410	£ 691,374	£ 725,193	£ 991,870	£ 752,582	£ 918,166	£ 1,124,948
	Manchester City Council	£ 16,932,213	£ 953,670	£ 972,998	£ 1,348,388	£ 1,156,387	£ 1,249,938	£ 1,652,329	£ 1,382,100	£ 1,369,673	£ 1,764,941	£ 1,392,354	£ 1,534,868	£ 2,154,567
	Oldham Council	£ 6,202,134	£ 354,657	£ 412,088	£ 473,525	£ 381,365	£ 413,896	£ 577,210	£ 475,991	£ 575,236	£ 678,282	£ 480,358	£ 622,991	£ 756,534
	Rochdale BC	£ 5,958,476	£ 417,709	£ 418,433	£ 529,681	£ 452,120	£ 464,089	£ 545,452	£ 429,777	£ 425,887	£ 563,807	£ 474,540	£ 538,553	£ 698,427
	Salford City Council	£ 3,619,210	£ 237,994	£ 205,767	£ 249,247	£ 211,728	£ 223,976	£ 332,197	£ 303,147	£ 301,807	£ 436,609	£ 294,135	£ 386,254	£ 436,347
	Stockport Met BC	£ 3,806,080	£ 217,510	£ 235,669	£ 285,860	£ 286,800	£ 267,414	£ 342,278	£ 330,665	£ 318,800	£ 409,915	£ 277,265	£ 378,521	£ 455,384
	Tameside Met BC	£ 7,038,658	£ 486,624	£ 541,168	£ 607,606	£ 557,402	£ 545,911	£ 622,583	£ 547,140	£ 609,639	£ 678,211	£ 479,986	£ 632,316	£ 730,073
	TFGM	£ 317,848	£ 17,311	£ 13,555	£ 31,567	£ 38,932	£ 39,710	£ 67,584	£ 47,460	£ 30,987	£ 16,640	£ 5,932	£ 4,477	£ 3,693
	Trafford Council	£ 5,415,703	£ 363,094	£ 371,084	£ 481,624	£ 392,357	£ 438,323	£ 536,138	£ 488,189	£ 435,826	£ 533,838	£ 401,318	£ 444,257	£ 529,656
	Warrington BC	£ 4,617,030	£ 292,464	£ 356,868	£ 430,154	£ 376,528	£ 337,034	£ 454,446	£ 405,396	£ 388,773	£ 454,360	£ 316,475	£ 379,044	£ 425,490
	Wigan Council	£ 4,217,233	£ 221,843	£ 273,407	£ 363,757	£ 288,162	£ 333,323	£ 397,193	£ 362,860	£ 364,003	£ 432,873	£ 285,414	£ 377,505	£ 516,892
	Total	£ 82,714,029	£ 5,229,390	£ 5,562,248	£ 6,940,907	£ 5,824,797	£ 5,988,254	£ 7,664,243	£ 6,648,025	£ 6,797,722	£ 8,520,726	£ 6,305,872	£ 7,564,579	£ 9,667,267

## 5. Consultant Spend

5.1 The total spend in Q4 2022/23 was £19,345.10. The spend breaks down as follows.

Children's	Adult & Well-being Services	Governance and Community Strategy	Finance and Systems	Place	Strategy & Resources
£19,345.10	£0	£0	£0	£0	£0

5.2 Consultancy spend in Q4 2022/23 has decreased when compared to Q3 2022/23 which was £47,742.50.

5.3 During Q4 2022/23 four consultants were engaged in Children's Services.

The (x4) consultants have been engaged to undertake bespoke pieces of work, such as independent grievance investigation, work with Early Help/Family Hubs, bespoke training. We have also engaged a consultant who is reviewing the quality of practice of work with children in need.

5.4 The HR service will facilitate targeted and bespoke interventions to support managers to pro-actively manage temporary resourcing needs to continue to ensure that agency demand is proportionate and appropriate.

5.5 It continues to be challenging for the Council with staffing pressures that we have had to respond to, to ensure that we are discharging our duties and keeping our citizen's safe with the services they require.

## 6. Conclusion

6.1 Agency and consultant spend will continue to be monitored on a regular basis and reports will be presented to Employment Committee, for information.

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

## Appendix 1

**Trafford Council Agency Spend with Reed By Directorate Q4 - 2022/2023**

Directorates	Job Title	Number of Active Assignments	Total Cost
Children's	Social Worker Level 3	29	£339,351.71
	Service/Team Manager	8	£123,514.56
	Strategic Lead	2	£71,043.12
	Advanced Practitioner	2	£50,272.10
	Residential Childcare Officer	22	£37,471.76
	Independent Reviewing Officer	2	£35,179.06
	Support Worker	4	£26,892.84
	Business Support Officer	6	£22,405.31
	Early Help Intervention Worker	1	£9,713.65
	Childcare Worker	1	£1588.01
	<b>Total</b>	<b>77</b>	<b>£717,432.12</b>
Adults	Social Worker and Advanced Practitioner	17	£157,219.71
	Support Worker	98	£92,372.55
	Safeguarding Board Manager	1	£6138.87
	Deputy Manager – Ascot House	2	£5606.55
	Cook Manager	4	£2993.28
	<b>Total</b>	<b>122</b>	<b>£264,330.96</b>
Spend shows under Adults	1:1 Support (Private Care Homes) This spend is recharged to clients and does not come out of the Council staffing budget.	<b>117 covering various shifts</b>	<b>£189,819.63</b>



Finance & Systems			
	Finance Manager	1	£15,760.24
	Windows 10 Deployment Lead	1	£8,197.92
	<b>Total</b>	<b>2</b>	<b>£23,958.16</b>
Legal & Governance	Assistant Head of Legal	1	£8,165.85
	Solicitor/Lawyer	9	£145,417.97
	Assistant Head of Legal	1	£8,165.85
	Application Support Officer	1	£5,646.93
	<b>Total</b>	<b>11</b>	<b>£158,418.80</b>
Place	ESOL Assessor	3	£4,184.31
	<b>Total</b>	<b>3</b>	<b>£4,184.31</b>
Strategy and Resources	Director of Communications, Marketing and Events	1	£13,201.49
	Cook Manager	3	£1,403.38
	Application Support Officer	1	£2,252.91
	<b>Total</b>	<b>5</b>	<b>£16,857.78</b>
<b>Grand Total</b>	<b>Via Reed</b>	<b>337</b>	<b>£1,375,231.00</b>

This page is intentionally left blank