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**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 11 March 2024

Time: 5.00 pm

Place: Maria Margaret Netherwood A

A G E N D A	P A R T I	Pages
1. ATTENDANCES		
To note attendances, including Officers and any apologies for absence.		
2. QUESTIONS FROM MEMBERS OF 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 within the remit of the Committee or be relevant to items appearing on the agenda and will be submitted in the order in which they were received.		
3. MINUTES		1 - 2
To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 4 th December 2023.		
4. PAY POLICY STATEMENT 2024/25		3 - 14
To consider a report from the Director of Human Resources.		
5. Q3 AGENCY SPEND REPORT		15 - 28
To consider a report from the Resourcing Consultant.		
6. LEGAL SPEND - UPDATE REPORT		Verbal Report
To receive a verbal update from the Head of Legal and Governance,		

7. **MARKET SUPPLEMENT PAYMENT IN CHILDREN'S SOCIAL CARE WORKFORCE** 29 - 36

To consider a report from the Director of Human Resources.

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

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

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:

Stephanie Ferraioli, Governance Officer

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This agenda was issued on **Friday, 1 March 2024** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

contact the Democratic Services Officer 48 hours in advance of the meeting if you intend to do this or have any other queries.

EMPLOYMENT COMMITTEE

4 DECEMBER 2023

PRESENT

COUNCILLORS: J Bennett (Chair), Hornby (Vice Chair), S.G. Ennis, W. Jones,
J Leicester, S Zhi

In attendance

Angela Beadsworth	Director of Human Resources
Cal Aston	Resourcing Consultant
Kate Sturman	Strategic HR Lead for Policy, Reward and Intelligence
Pelumi Coker	Legal Assistant

Stephanie Ferraioli	Governance Officer
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1. ATTENDANCE

An apology for absence was received from Councillor Acton, Babar and Whyte.

2. MINUTES

RESOLVED – That the minutes of the meeting held on 26th June 2023 be noted as a true and correct record.

3. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions from members of the public were received.

4. AGENCY SPEND Q2

Committee were informed that spend had reduced slightly from last quarter and that the larger spend remains on social care and support workers.

For Legal and Governance spend, there was an increase compared to last quarter given the supplements brought in to make the Council more attractive and able to employ permanent solicitors. We should start to see some reductions as the new service model is implemented. Members requested a more detailed explanation of the spend in Legal.

A small amount of spend was evident in Finance and Systems too with the recruiting of a temporary Finance Manager.

Members were directed to Table 4 in the report where the Council's position is clearly shown compared to other authorities in Greater Manchester.

The Chair queried the response to the Greater Manchester Pledge from Agencies and was informed that the majority are in favour and that our Umbrella agency has been working closely with colleagues.

RESOLVED: 1) That more details on the Legal spend be provided
2) That the report is agreed

6. GMSS MARKET SUPPLEMENT

The Director of Human Resources updated the Committee on the pay level challenges of similar posts across the region in GMSS (Joint HR Shared Services between Trafford Council and Greater Manchester Police), particularly the salary levels of similar HR Operations Managers.

She set out the rationale for payment of a market supplement to the Operations Manager post in GMSS and updated that this has been approved by the GMSS Joint Management Board via separate governance arrangements.

Members are asked to support this decision to pay a market supplement payment to the Operations Manager post.

RESOLVED – That the Committee agree the market rate supplement as outlined in the report.

7. URGENT BUSINESS (IF ANY)

There was no urgent business to discuss.

8. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY

The Director of Human Resources informed that since the last meeting there had been 8 exemptions received and all were agreed.

RESOLVED – That the verbal update be noted.

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 4th March 2024
Report for: Approval
Report of: Director of Human Resources
Report Title

Trafford Council's Pay Policy Statement for 2024/25

Summary

This paper provides Employment Committee with information relating to Trafford's pay policy for 2024/25 in line with the requirements for the Localism Act 2011.

Recommendations

To note and approve the 2023/24 Pay Policy statement as set out in the attached report and recommend any amendments for approval at full Council on 20th March.

Contact person for access to background papers and further information:

Name: Angela Beadsworth, Director of Human Resources
Extension: 1291

Name: Kate Sturman, Strategic HR Lead, Policy and Reward
Extension: 2148

Background Papers:

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

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

Local Government Transparency Code 2015.

Relationship to Corporate Priorities	The information provided within the report aligns with the council's Corporate Priorities in respect to 'Supporting People out of Poverty'.
Relationship to GM Policy or Strategy Framework	None

Financial	The report information ensures that we comply with financial regulations in respect of data transparency and accounts and audit regulations.
Legal Implications:	Compliance with all relevant employment legislation is a critical and a key component of this strategy to ensure that our legal governance structure is robust and can defend employment claims should the need arise.
Equality/Diversity Implications	The pay policy will ensure that we remunerate our employees fairly and with due respect to all equality policies and strategies.
Sustainability Implications	Not applicable
Carbon Reduction	Not applicable
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

1. Background

The Pay Policy Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011.

The requirements of the Localism Act in respect of transparency about senior pay builds on the Accounts and Audit Regulations 2015 with which the Council is also compliant; published details of the Council's remuneration of its Chief Executive and Corporate Directors can be found on the Council's public website www.Trafford.gov.uk.

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

As specified in the Act, this requirement does not extend to schools and this Statement does not therefore include employees directly employed by schools.

The statement also incorporates the Council's Gender Pay Gap information as the Council is required to publish this on an annual basis under the Gender Pay Gap reporting requirements.

We also confirm our position as a Real Living Wage accredited employer and how we ensure we meet relevant requirements for our directly employed workforce.

2. Recommendation

Employment Committee is recommended to note and approve the 2024/25 Pay Policy as set out in the attached report and recommend any amendments for approval at full Council on 20th March

TRAFFORD PAY POLICY STATEMENT 2024/25

1. Introduction

- 1.1 The purpose of the Pay Policy Statement is to ensure transparency and accountability regarding the Council's approach to setting pay.
- 1.2 The Pay Policy Statement will be approved by Council and is published on the Council's website in accordance with the requirements of the Localism Act 2011.
- 1.3 The Pay Policy Statement identifies:
- The methods by which salaries of all employees are determined;
 - The detail and level of remuneration of the most senior staff i.e. Head of Paid Service and Chief Officers;
 - The remuneration of its lowest paid employees;
 - The relationship between the remuneration levels of the most senior employee and that of other employees;
 - The Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and making recommendations on any amendments to Full Council.
- 1.4 Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review as a minimum on an annual basis.

2. Scope

- 2.1 The Council's Pay Policy Statement relates to employees of Trafford Council whose remuneration, including rate of pay and terms and conditions are determined by and within the control of the authority. It does not apply to the following.
- Employees of our schools.
 - Employees on secondment where their rates of pay or terms and conditions are not set by the authority.
 - Individuals employed by a third party contracted to work for the authority, i.e. agency workers.
 - Individuals employed through the authority on behalf of a third party where their rates of pay or terms and conditions are not set by the authority.
 - Volunteers or those on work experience placements.

3. Legislation Relevant to Pay and Remuneration

- 3.1. In determining the pay and remuneration of all its employees, the Council will comply with all relevant employment legislation. This includes

legislation such as the National Minimum Wage (Amendment) Regulations 2018, Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, the Employment Rights Act 1996 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations.

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

4. Accountability and Decision Making

- 4.1 In accordance with the Constitution of the Council, the Employment Committee is responsible for determining and keeping under review collective and corporate terms and conditions of employment including the consistent and lawful application of the Council's Pay Policy and publication requirements in respect of transparency of pay, termination payments and audit responsibilities.
- 4.2 Decisions relating to salary packages for new posts above £100k are subject to full Council approval. In addition, any severance arrangements agreed in line with the relevant policies that exceed £100k are subject to full Council approval.
- 4.3 In May 2022 the government introduced statutory guidance on the making and disclosure of Special Severance Payments (additional discretionary sums, i.e., in addition to statutory and contractual payments) by local authorities in England. This guidance is adhered to.

5. Context

- 5.1 Trafford Council serves a population of 235,100 residents (ONS population estimates 2021), has bold ambitions, and a vision for a borough where all our residents and communities prosper. The Council's Corporate Plan for 2021 to 2024 details this vision and outlines the 3 corporate priorities: reducing health inequalities; supporting people out of poverty, and; addressing our climate crisis - which are key to the delivery of our vision.
- 5.2 As at January 2024 the Council had an employee headcount of 2418 excluding schools, casuals, and apprentices, covering 2519 positions across our 6 directorates. The full time equivalent (FTE) employee figure is 1917. 49.7% of roles are full-time and 50.3% of are part-time.

6. Pay Structure

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

- 6.2 The Council uses the nationally negotiated pay spine(s) (i.e., a defined list of salary points) as the basis for its local pay structure, which determines the salaries of the large majority of its (non-teaching) workforce together with the use of locally determined rates where these do not apply.
- 6.3 All other pay-related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time further to collective bargaining.
- 6.4. In determining its grading structure and setting remuneration levels for any posts, which fall outside its scope, the Council takes account of the need to ensure value for money in respect of the use of public expenditure. However, this must be balanced against the need to recruit and retain employees who are able to provide high quality services to the community, delivered effectively and efficiently and at times at which those services are required.
- 6.5 New appointments will normally be made at the minimum of the relevant pay scale for the band, although from time to time it may be necessary to take account of the external pay levels in the labour market to attract and retain employees with experience, skills and capability. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate.
- 6.6 To meet specific operational requirements, it may be necessary for an individual to temporarily take on extra duties, which are in addition to their normal role. The Council's arrangements for authorising any additional remuneration relating to temporary additional duties are set out in the Acting-up and Additional Responsibility Payments Policy.
- 6.7 Any temporary supplement to the salary scale for the grade is approved in accordance with the Council's Market Supplement Policy.

7. Senior Management Pay Arrangements

- 7.1 For the purposes of this statement, senior management means 'Chief Officers' as defined within the Localism Act and outlined below:-
- i) The head of the paid service designated under section 4(1) of the Local Government and Housing Act 1989 (see [Legislation.gov - Local Government and Housing Act 1989](http://www.legislation.gov.uk/ukpga/1989/29));
 - ii) The monitoring officer designated under section 5(1) of that Act;
 - iii) A statutory chief officer mentioned in section 2(6) of that Act;
 - iv) A non-statutory chief officer mentioned in section 2(7) of that Act;
 - v) A deputy chief officer mentioned in section 2(8) of that Act.

Further information is set out in the data published for the Local Government Transparency Code 2015 and the Accounts and Audit Regulations 2015.

Within the Council, Chief Officers and Deputy Chief Officers are those on grades SM2 and SM3 with some Director spot salaries.

- 7.2 The Chief Executive (Head of Paid Service), also carries out the duties of the Returning Officer in accordance with the Representation of The People Act 1983. The duties of the Returning Officer are separate from the duties undertaken as a local government officer; the office of Returning Officer is totally distinct from the office of Chief Executive and Head of Paid Service.

When the Chief Executive and Chief Officers act as Returning Officer and Deputy Returning Officers, they receive fees for local and other elections as they arise from time to time. The level of these fees depends on the type of election. These are published annually in the Council's annual Statement of Accounts.

- 7.3 The Chief Officers and Deputy Chief Officers do not receive any car allowance.
- 7.4 The Council does not pay bonuses to Senior Managers or any other employee group.
- 7.5 For Chief Officers and deputy chief Officers on a payscale, salary progression within the pay range is linked to attainment of pre-determined objectives and targets as set out in their contractual terms and the appraisal check-in process.
- 7.6 The Transparency Code 2015 requires us to publish senior salary information and an organisation chart showing roles in at least the top three levels of our organisation. These are on the Council's [website](#).

8. Recruitment of Chief Officers

- 8.1 The Council's policy and procedures regarding recruitment of Chief Officers is set out within the Council Constitution Part 4 Officer Employment procedure rules.
- 8.2 When recruiting to all posts, the Council will take full and proper account of all provisions of relevant employment law and its own Equality, Recruitment and Redeployment Policies as approved by Council.
- 8.3 Decisions relating to the remuneration of any newly appointed Chief Officer will be in accordance with relevant job evaluation methodology, market factors and recruitment policy in place at the time. For new posts, with recommended salary packages more than £100k, approval of Full Council is required.

- 8.4 Where the Council is unable to recruit Chief Officer posts, or there is a need for interim support to provide cover for a substantive Chief Officer post, the Council will, where necessary, consider engaging individuals under a 'contract for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money benefits, from competition, in securing the relevant service.
- 8.5 The Council had 1 interim appointment in place at Chief Officer level in 2023/24 in the Adults and Wellbeing Directorate to support with developing vision and target operating model and governance arrangements for a range of transformation projects that will support with improvements to residents lives. Due to the specialist nature of the skill set needed in this role, this individual was engaged through the procurement process described in paragraph 8.4 above.
- 8.6 It should be noted that when these interim engagements are established, the Council is not required to make either pension or national insurance contributions for such individuals.

9. Pension Contributions

- 9.1 Where employees have exercised their statutory right to become members of the Local Government Pension Scheme, the Council is required to contribute to the scheme representing a percentage of the pensionable remuneration due under the contract of employment of that employee.
- 9.2 The rate of contribution is set by Actuaries advising the Greater Manchester Pension Fund and reviewed on a triennial basis to ensure the scheme is appropriately funded. The new rate which commenced from April 2023 is set at 19.2%.

10. Payments on Termination

- 10.1 The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and the Local Government Pension Scheme Regulations 2007. It is also in line with the statutory guidance on the making and disclosure of Special Severance Payments.
- 10.2 Payments on termination in relation to the policy and guidance set out above that exceed £100k are subject to approval of Full Council.

11. Lowest Paid Employees

- 11.1 The Council employs Apprentices who receive the National Living Wage, which is based on age. The National Living Wage rates for the forthcoming financial year by age are detailed below.

National Living Wage rates April 2024

Age	Over 21	18 to 20	Under 18	Apprentice (under 19 or in first year)
Hourly rate	£11.44	£8.60	£6.40	£6.40

- 11.2 In terms of our pay structure, following the NJC pay award for 2023/2024, the salary for the bottom point of the pay structure scp 2 was increased to £22,366. This is an hourly rate of £11.83 and is consequently £0.39 above the new national living wage rate of £11.44. When the 2024/2025 pay award is agreed the differential will increase.
- 11.3 We track the current national and local initiatives regarding low paid staff, benchmarking with our regional counterparts to ensure pay parity.
- 11.4 We pay the Real Living Wage and have achieved accreditation, which supports one of the Council’s key priorities to reduce poverty (by maximising people’s income in the first place) as well as supporting colleagues with cost-of-living impacts.
- 11.5 The new Real Living Rate is £12 and must pay this by May 2024. A supplement of £0.17 will be paid to all Council and maintained school employees on scp 2 to bring them up to this rate from 1st April 2024. This will be paid until the 2024/2025 pay award is implemented and takes the rate higher. (The supplement value may vary slightly for some staff who have a different minimum hourly rate because their weekly FTE contracted hours are different – this applies to some staff who have joined the Council via TUPE.)

12. Pay Ratios

- 12.1 It is useful to consider pay dispersion, which is the relationship between remuneration of chief officers and the remuneration of other staff. The following information details the salary levels from the highest earner to the lowest earners in the Council.

In 2023, there were slight adjustments to pay in recognition of the Chief Executive taking on the Place Lead role for the Trafford Locality:

- The Chief Executive salary is £190,446.
- The median (middle) salary of Chief Officers is £104,159.

- The median (middle) salary is £29,777.
- The lowest salary is £22,207*

*This is excluding apprentices and the Real Living Wage supplement as we are considering contractual salary. It is lower than the bottom our pay scale because it relates to employees who joined the Council via TUPE.

12.2 We have considered two ratios:

- The ratio of pay of the top earner (Chief Executive) and the median earner is 6.40:1. In other words, for every £1 earned by the median earner the Chief Executive earns £6.40.
- The ratio of pay of the top earner (Chief Executive) and the lowest earner is 8.58:1. In other words, for every £1 earned by the lowest earner the Chief Executive earns £8.58.

The Hutton Review of fair pay that established the reporting requirements for pay policy statements, recommends a ratio for highest and lowest earner of no more than 20:1 – and at 8.58:1 we are within these parameters. Our pay ratios have reduced since last year. We will continue to monitor our pay ratios to ensure that the differentials don't increase more than would be appropriate.

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

13. Equality and Inclusion

13.1 Chief Officers are responsible for ensuring that they operate within the Council's Equality Strategy & Equality Diversity in Employment Policy that recognises the value that diversity in employment can bring.

13.2 The Council is committed to ensuring that no-one is discriminated against, disadvantaged, or given preference, through membership of any group, particularly based on age; disability; gender reassignment; race, religion or belief; sex; sexual orientation; marriage and civil partnership and pregnancy and maternity. This policy will be applied equally to all employees irrespective of their background or membership of a particular group.

13.3 In addition, in line with the Trade Union and Labour Relations (Consolidation) Act 1992 (TULCRA) Part 3, the Council is committed to ensuring that employees are not disadvantaged or discriminated against by virtue of their trade union membership in the application of this policy.

13.4 The Council will regularly review this policy's impact on any equality and diversity issues and will identify any inequalities by monitoring and will take appropriate action where necessary.

14 Gender Pay Gap

14.1 Public Authorities including government departments, the armed forces, local authorities and NHS bodies and schools with 250 employees or more, must publish and report specific figures about their gender pay gap on an annual basis.

14.2 The information which must be published is:

- the mean gender pay gap in hourly pay,
- the median gender pay gap in hourly pay,
- the mean bonus gender pay gap,
- the median bonus gender pay gap:
- proportion of males and females receiving a bonus payment and
- the proportion of males and females in each pay quartile.

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

14.3 The figures are based on a snapshot of data from the previous year (31st March 2023) and will be published on the National Gender Pay Gap Reporting website before the deadline of 30th March 2024.

14.4 When considering the gender pay gap it is useful to remember that it is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value. Equal pay means that men and women in the same employment performing equal work must receive equal pay and it is the law (Equal Pay Act 1970). The Council has a robust system in place to ensure equal pay so this will not be a factor in our pay gap.

14.5 Trafford Council's overall mean pay gap is 9.70% and the median is 13.26%, both in favour of male employees. As detailed above, the gap isn't due to an equal pay issue. Instead, occupational segregation is likely to be the biggest factor, i.e., the fact that some types of jobs within our organisation are more traditionally undertaken by females and some by males. There are several other influencing factors which contribute to the gap.

- The gender composition of our workforce which is 74% female and 26% male.
- The fact that we employ a lot of part time roles (49% of posts) which attract females and evidence shows that part-time roles pay less than full time roles.
- The fact that we employ a lot of term time roles which attract females.

- We have some large in-house services with lower paid bands which traditionally attract more females (catering, cleaning, passenger assistants, care assistants and support workers).
- We have an ageing workforce and evidence shows that the gender pay gap widens above age 40;

14.6 Our pay gap has increased slightly from the previous year (as can be seen in the table below), however if we compare it to the first year of reporting both are lower and the mean has reduced by 23%.

Reporting Year	Mean gap	Median gap
2018	10.70%	17.40%
2022	8.14%	10.77%
2023	9.68%	12.93%
2024	9.70%	13.26%

14.7 We will be providing a full Gender Pay Gap report when we publish our figures. In this we will detail actions we have undertaken so far and future considerations.

15. Trade Unions

15.1 The Council recognises two trade unions – UNISON and GMB, for collective bargaining purposes and funds two full time equivalent UNISON representatives.

16. Publication

16.1 Upon approval, this statement will be published on the Council's Website.

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 4 March 2024
Report for: Information
Report of: Director of Human Resources

Report Title

Agency and Consultant Spend for Q3 Period - 1 October 2023 to 31 December 2023

Summary

This report details the quarterly spend for the Council on agency workers and consultants. Spend is broken down by quarter and by Directorate. The report details 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 delivery of our corporate priorities.
Relationship to GM Policy or Strategy Framework	We are part of the GM Pledge for Social Work agency provision.
Financial	The cost of using agency workers is carefully managed and monitored through existing budgets.
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	None
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 via Agency where there is a compelling case to do so. Vacancies are subject to approval by the relevant Corporate Director. The Director of HR and Director of Finance also currently oversee a vacancy pause (excluding Health and Social Care, front line operational roles and services managed through Joint Management Boards -GMSS and STAR) to support budget pressures. A vigorous recruitment process is followed which prioritises employees on notice from redundancy (redeployees) and “at risk” staff (those employees where there is a real risk of redundancy) before we advertise roles.
- 1.2 In addition, we encourage a culture where we grow and develop skills of our existing workforce and offer career development and secondment opportunities within the council.
- 1.3 We recognise, however, that there will be circumstances where immediate resourcing (predominantly short term in nature) is required. This is usually where specialist skills that cannot be found within the organisation, or where cover is required for day-to-day absences. There are also roles where 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.
- 1.4 The total agency spend in Q3 2023/24 was £1,924,770.70. This figure has increased compared with Q2 2023/24 where the total spend was £1,794,593.53.
- 1.5 Appendix 1 details the agency spend breakdown for Quarter 2 2023/24 by Directorate and role.
- 1.6 Appendix 2 shows a snapshot of the percentage of agency workers compared to Council staff as at December 2023.
- 1.7 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 Q3 2023/2024 agency spend in Childrens Services totalled £1,313,670.02. This includes spend via REED totalling £1,058,110.69 and spend on the Social Worker Agency Framework (SWAF), totalling £255,559.33.

- 2.1.2 Agency spend in Q3 has increased by £87,898.96 compared with Q2 (where the spend was £1,225,771.96).
- 2.1.3 The largest proportion of the Q3 2023/24 agency spend is on interim qualified Level 3 Social Worker roles and Advanced Practitioners with spend with Reed of £602,936.01 and £214,974.26 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 historically REED were unable to meet our staffing requirements as required. The SWAF helped us, therefore, to manage these gaps and created some flexibility whilst still operating in a framework. The total spend via SWAF in Q3 2023/24 was £255,559.33. This spend has increased slightly compared to Q2 2023/24 (the spend in Q2 was £230,959.74).
- 2.1.5 Under the Social Work Agency Framework (SWAF) we awarded contracts to 3 agencies (HCL, Paradigm and Liquid Personnel) in June 2021 for a period of 3 years. This current framework agreement is due to expire in June 2024 and so there is currently an options appraisal taking place.
- 2.1.6 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.
- 2.1.7 We continue to work in partnership with the Strategic Lead - Practice and Improvement and Learning, to implement the resourcing strategy to try to reduce the agency resource requirements. Agency Social Workers are asked to consider a permanent contract with Trafford. We highlight the total reward package and development opportunities available to 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 GM Pledge update – In GM Qualified Social Care represents 49% of spend, and heads remain static. There are ongoing challenges of recruitment and retention across the social care workforce at a national, regional, and local level. As part of the GM collaboration, Directors of Childrens Services have worked closely with HR Directors and the GM Pledge has been introduced from 1 November 2023 (this aligns to the London Pledge).

2.1.9 This involves the introduction of an agreed set of rules on the engagement of agency social work resource in local authority children's social care. This has included the introduction of price caps on what local authorities may pay per hour for an agency social worker, advanced practitioner and Manager. It is also proposed that if a permanent social worker leaves an authority, they will be unable to work as an agency worker in GM for 6 months. The pay rates have now been finalised and Trafford Council have no workers in place with Reed or SWAF above the capped rates. The introduction of these rates has had no impact on the quality and cost of workers at Trafford. With the successful implementation of the GM Pledge, we can be optimistic that at least the total charge per hour will reduce long term as we halt the trend of increasing pay rates and prevent off contract spend in this area. However, demand is still high. There is also work ongoing on a national level to address the permanent pay situation for Social Work roles and we continue to influence the discussions on this matter.

2.2 Adult Services

2.2.1 In Q3 2023/24 the spend in Adult Services totalled £278,856.34 via Reed our Umbrella agency. This has increased when compared with Q2 2023/24 when the spend totalled £226,809.63.

2.2.2 This has reduced significantly when compared to the same quarter last year Q3 2022/23 where the spend was £370,229.99.

2.2.3 The largest spend in Q3 2023/24 was on qualified agency social workers and advanced practitioners at £169,577.88. This has slightly increased when compared to in Q2 2023/24 spend which was £142,398.60.

2.2.4 The next biggest spend is on Support Workers at Ascot House and Supported Living in Q3 which totals £36,262.95. Spend has reduced when compared to Q2 2023/24 (where the spend was £52,351.79). 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.

2.2.5 Trafford Learning 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 established with 11 schools, with consistent presence at careers events as well as delivering myth busting sessions to young people about what a career in adult social care is really like.

2.2.6 Trafford Learning Academy has built strong connections with schools offering Health and Social Care GCSE level qualifications; with 6 Trafford schools offering the course. The Senior Workforce Development Practitioner of Trafford

Learning Academy is a school enterprise advisor for Altrincham College and Flixton Girls School, a voluntary role supporting schools with delivering a robust careers offer to young people. The Learning Academy has developed links with Manchester Metropolitan University to promote Trafford ASC career opportunities with Integrated Health and social Care undergraduates.

- 2.2.7 Trafford Learning Academy provides a range of support to aid staff retention, such as confidential 1:1 support around career aspirations and development. Research in Practice Communities of Practice groups to support workers CPD, group learning support for newly qualified Social Workers, and learning support for Social Work Degree Apprentices.
- 2.2.8 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, which includes students attending work experience placements in Ascot House. 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.
- 2.2.9 Following the implementation of a market supplement in July 2022 for qualified Social Workers, along with the launch of the new recruitment approach in November 2022, we have seen a reduction in the number of vacancies in the service.

2.3 Childrens and Adults Services Social Work Development

- 2.3.1 ASYE: The Learning and Development Team supports the coordination of the Assessed and Supported Year in Employment (ASYE), supported by the Learning and Improvement Team in Children's Services and Principle Social Worker in Adults Services. There are currently 16 NQSWs in Children's Services and 9 in Adults Services. This programme involves support and assessment against the Post Qualifying Standards in their first year in practice.
- 2.3.2 Social work students: we have placed 4 students so far this academic year within Childrens services and 2 in Adults Services. We also have one Step Up student who will be starting a placement in Adults Services in March, with a Step-up Student placement starting in March 2024.
- 2.3.3 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 Manchester Met, with extended practice development opportunities within their substantive roles.

Cohort 3 – All 6 Colleagues have completed and passed their End Point Assessment in February 2024. Colleagues in due course will be allocated into roles and start on our ASYE Programme.

Cohort 4 – There are 5 colleagues on cohort 4 who are progressing well and will move into a social work placement from May/June.

Cohort 5 – There are currently 3 colleagues who will start on the programme in March 2024.

Cohort 6 – Adult Services are looking to recruit a further 3 colleagues and Childrens Services are looking to recruit 4 colleagues for the September 2024 intake.

- 2.3.4 Career progression – we continue to roll out a new approach to this pathway in Children’s services, with 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. This process is working well with great feedback received. In Adults Services, social workers attend a university module at Masters level at Salford University, before preparing a portfolio of practice evidence for a panel. The latest consolidation module in February did not go ahead due to a low number of delegates on the course. We are currently considering alternative options for the 4 colleagues awaiting assessment and progression.
- 2.3.5 HR / OD completed the first set of cohorts of the Leading Through Change programme for leaders and managers at Band 9 and above late last year, aligning to the CQC inspection requirements and leadership framework from Skills for Care and acknowledging feedback from the 2022 b-Heard survey. An evaluation and recommended next steps report was shared with the Director of ASC and Wellbeing and is being reviewed alongside LGA Peer Review feedback.
- 2.3.6 A vision and strategy session took place at the beginning of December in the form of a Senior Leadership Team Away Day and is scheduled to be followed up beginning of March as the operating model for the service takes shape aligned to emerging Locality neighbourhood and community services transformation that should further support with retention as working models mature and become embedded.

2.4 Legal and Governance

- 2.4.1 In Q3 2023/24 the total agency spend in Legal and Governance was £249,348.67. Spend has remained fairly static when compared to Q2 2023/24 which was £241,045.47.
- 2.4.2 By far the largest spend is on solicitors with spend of £237,970.49 for Q3 2023/24. This also remains static when compared to Q2 2023/24 which was £227,960.53. This is a national issue and 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.

2.4.3 A review has been concluded to identify a solution to the recruitment and retention of these staff. Several options are being progressed including developing a pipe-line in-house (for example through apprenticeships) and the development of career pathways to support succession planning and career progression. Market supplements have also been introduced with effect from 1 October 2023 to aid attraction.

2.4.4 The Legal service has now completed their service review/redesign and roles are in the process of being advertised so we should start to see some positive movement in agency spend in the next few quarters.

2.5 Finance and Systems

2.5.1 In Q3 2023/24 the total agency spend in Finance and Systems was NIL. The spend has decreased when compared to Q2 2023/24 which was £7,755.04.

2.6 Place

2.6.1 In Q3 2023/24 agency spend in Place totalled £49,755.70.

2.6.2 Agency spend has increased compared to spend in Q2 2023/24 which was £39,702.41

2.6.3 The spend in Q3 relates to the engagement of a variety of roles – Tenancy Support Officer Senior Surveyor, ESOL assessor roles (funded from the Home to Ukraine Funds), Building Control Officer, Handy Person and Business Support Officer.

2.7 Strategy and Resources

2.7.1 In Q3 2023/24 the total agency spend in Strategy and Resources was £33,140.07 This spend with Reed was £8,176.10 and £24,961.97 was off contract with Berry recruitment.

2.7.2 Agency spend has reduced when compared with Q2 2023/24 which had a total spend of £53,509.02.

2.7.3 The agency spend this quarter has been within Operational Services for Education in Catering and Cleaning Services. Berry recruitment are used for catering and cleaning cover in schools and Reed for a Cook Manager at the Terrace and an Area Manager.

3. Summary Agency Spend Position

3.1 The total agency spend in Q3 2023/24 was £1,924,770.70.

This includes agency spend with Reed, the Social Worker Agency Framework (SWAF) and Berry Recruitment broken down as follows:-

- Reed £1,644,247.40
- SWAF £255,559.33
- Berry Recruitment - £24,963.97

- 3.2 The total agency spend in Q2 2023/24 was £1,794,593.53 so the spend has increased.
- 3.3 In the corresponding Q3 2022/23 the overall spend was £1,714,205.62. Therefore, the spend has increased compared with the same time last year.
- 3.4 The majority of agency spend (83%) continues to be in Adults and Children's Services, due to ongoing challenges with recruiting and retaining social workers. As outlined above work continues to try to mitigate this and move to a more stable resourcing position.
- 3.5 The majority of the agency spend was through Reed (our umbrella agency) where the spend was £1,644,247.40. The next largest spend of £255,559.33 was via the Social Worker Agency Framework. Much of pressure continues to be the difficulties recruiting qualified Social Workers. The remaining spend of £24,963.97 was for cooks and cleaners with Berry Recruitment.
- 3.6 We will continue to monitor agency spend and provide reports for visibility and progress resourcing actions to support a more permanent workforce.

4. Annual Agency Spend across GM

Table (1): The table below highlights the 12 months agency spend to December 2023 with REED, our umbrella agency provider across Greater Manchester by Local Authority. Trafford are 8th largest spend out of 17 organisation in the collaboration.

Headcount & Spend Trends													Last Updated 8-Jan-24 05:53
Spend (,000)	Spend	Heads	FTE	Total Hours	Standard	Overtime	Organisation	Directorate	Division	Department	Supplier	Job Category	
Organisation	Dec-23	Nov-23	Oct-23	Sep-23	Aug-23	Jul-23	Jun-23	May-23	Apr-23	Mar-23	Feb-23	Jan-23	
Manchester City Council	1,594	1,272	1,193	1,447	1,149	1,180	1,288	955	848	1,153	826	710	
Greater Manchester Police	1,019	816	859	981	785	883	984	878	869	1,121	920	752	
Bolton Council	785	625	597	708	582	642	825	615	612	844	661	539	
Oldham Council	669	571	587	839	720	730	949	768	1,438	1,085	778	748	
Tameside Met BC	1,053	778	791	864	751	734	801	640	630	754	647	478	
Bury Council	726	559	569	730	588	649	784	625	592	723	626	473	
Rochdale BC	731	609	617	730	600	618	769	574	596	827	591	508	
Trafford Council	856	705	629	705	577	539	638	514	493	696	538	473	
Warrington BC	614	479	539	606	469	450	565	410	444	527	452	398	
Salford City Council	380	290	355	463	359	282	399	345	318	420	375	314	
Wigan Council	575	404	425	542	490	462	586	451	371	524	371	292	
Stockport Met BC	605	477	449	520	442	429	493	377	308	378	273	198	
Blackpool Council	475	385	360	441	372	369	421	299	308	437	362	267	
Blackburn with Darwen Council	110	81	74	91	75	85	103	68	72	94	69	46	
GM Collaboration	146	117	95	120	84	66	57	54	47	72	55	34	
TfGM	86	70	101	62	56	48	74	64	50	67	52	34	
Greater Manchester Fire and Rescue	38	33	43	54	40	27	14	4	4	4	4	6	
Greater Manchester Fire and Rescue	35	18	18	24	12	7	16	11	16	21	14	15	
Total	10,497	8,289	8,300	9,928	8,149	8,198	9,767	7,652	8,016	9,748	7,615	6,285	

Table (2): Spend by job category

Job Category	Dec 23	Nov 23	Oct 23	Sep 23	Aug 23	Jul 23	Jun 23	May 23	Apr 23	Mar 23	Feb 23	Jan 23
	809	781	702	982	895	841	1,061	830	1,442	1,045	878	729
Admin & Clerical	470	354	380	385	325	315	338	269	275	350	322	214
Education - Non Qualified	6				5							
Education - Qualified	16	3	2	2	0	4	0	0	0	1	0	0
Engineering & Surveying	180	156	131	173	137	124	142	85	74	79	67	48
Facilities & Environmental Services	14	4	4	8	6	7	8	6				
Financial	58	49	46	64	51	60	55	47	49	52	43	25
Housing, Benefits & Planning	101	99	103	112	71	71	84	54	65	84	71	49
HR	66	52	45	54	44	33	26	26	19	26	25	28
Legal	817	654	670	727	610	630	768	542	494	662	527	424
Management	179	135	178	209	150	152	166	112	100	110	82	60
Manual Labour	579	495	530	712	669	605	680	538	533	728	525	464
Marketing	9	6	1	3						1	3	3
Procurement	37	26	28	37	25	10	10	9	10	14	9	10
Social & Health Care - Non Qualified	444	369	349	430	315	306	419	307	387	490	371	354
Social & Health Care - Qualified	5,753	4,433	4,407	4,974	4,033	4,104	4,880	3,954	3,581	4,766	3,828	3,030
Technology	442	341	352	384	322	321	366	249	253	379	272	207
Trades & Operative	312	258	229	321	265	281	350	234	246	345	233	203
Total	10,293	8,217	8,156	9,577	7,923	7,866	9,353	7,262	7,530	9,130	7,257	5,850

5. Consultant Spend

5.1 The total spend in Q3 2023/24 was £86,245.00. The spend breaks down as follows.

Children's	Adult & Well-being Services	Governance and Community Strategy	Finance and Systems	Place	Strategy & Resources
£76,970.00	£0	£0	£0	£9,275	£0

5.2 Consultancy spend in Q3 2023/24 has increased when compared to Q2 where the spend was £40,770.00.

5.3 During Q3 2023/2 three consultants were engaged in Children's Services and one in Place.

The consultants have been engaged to undertake bespoke pieces of work, such as an independent chair of the SEND board, service redesign, work with Early Help/Family Hubs and bespoke training. We have also engaged a consultant who is reviewing safeguarding processes and the quality of practice of work.

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.

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 By Directorate Q3 – 2023/2024

Directorates	Job Title	Number of Active Assignments	Total Cost
Childrens	Social Worker Reed	41	£499,060.13
	Social Worker SWAF	10	£176,867.95
	Advanced Practitioner Reed	8	£103,875.88
	Advanced Practitioner SWAF	2	£38,106.31
	Practice/Team/Service Manager Reed	13	£268,414.31
	Practice Manager SWAF	2	£40,585.07
	Childcare Assistant/Worker	4	£2,623.98
	Family Contact Worker	1	£384.71
	Personal Advisor	2	£19,691.72
	Residential Childcare Officer	14	£45,416.61
	Business Support Officer	4	£14,638.12
	Strategic Lead Front Door & Children's Social Care	1	£39,317.72
	Strategic Lead Quality & Improvement	1	£34,054.56
	Independent Reviewing Officer	1	£20,243.64
	Support Worker	3	£10,389.31
	Total	107	£1,313,670.02
Adults	Catering Asst/Chef/Cook Manager	11	£8,202.43
	Deputy Manager	2	£14,130.47
	Approved Mental Health Practitioner	4	£12,758.92
	Social Worker and Advanced Practitioners	16	£169,577.88
	Support Worker	36	£36,262.95
	Support Work Team Leader	1	£13,697.06

	Freedom of Information Officer	1	£8,506.11
	DoLS Team Manager	1	£15,720.52
	Total	72	£278,856.34
Finance and Systems			
	Total	NIL	NIL
Legal & Governance	Solicitor/Lawyer	12	£237,970.49
	Applications Support Officer	1	£7,912.56
	Governance Officer	1	£3,465.62
	Total	14	£249,348.67
Place	ESOL Assessor	3	£2,187.76
	Tenancy Support Officer	3	£16,097.26
	Handy Person/cleaner	1	£3,958.73
	Business Support Officer	2	£10,363.50
	Building Control Officer	1	£11,918.31
	Senior Surveyor	1	£5,230.14
	Total	11	£49,755.70
Strategy and Resources	Area Manager (Operational Services for Education)	1	£4590.02
	Cook Manager (Terrace)	3	£3586.08
	Berry Recruitment (cooks and cleaners in schools)	20	£24,963.97
	Total	24	£33,140.07
Grand Total		228	£1,924,770.70

Appendix 2

Snapshot of the percentage of agency workers compared to Council staff as at December 2023

Workforce Measure	Current Month - December						
	Council	Children's Services	Adult Services	Finance and Systems	Strategy and Resources	Legal and Governance	Place
Staff in Post							
Staff in post (HC)	2499	572	476	197	970	49	235
Staff in post (FTE)	1937.5	462.5	416.1	186.9	606.6	42.4	223.1
Temporary Resource							
Agency staff (HC)	141	85	37	0	0	12	7
Percentage of agency workers to perm staff	5.64%	14.86%	7.77%	n/a	n/a	24.48%	2.97%

Notes

Staff in post - figures are based on posts, not people, as some employees have multiple posts which may be in different directorates.

Agency headcount - headcount is based on those on assignment in month and spend is based on the invoices received in the month.

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 4 March 2024
Report for: Decision
Report of: Director of Early Help and Children's Social Care

Report Title

Children's Social Care - Market Factor Supplement

Summary

This paper describes the current position in relation to the Market Factor Supplement payment that is paid to Children's Social Workers and Advanced Practitioners (who meet the qualifying criteria) and sets out a proposal and rationale regarding the continuation of this payment.

Recommendation(s)

It is recommended the Employment Committee:

- Approve the recommendation to continue to pay the Market Factor Supplement payment of £2,400 per annum (pro rata) to employees who meet all of the following criteria:
 - An employee of Trafford Council Children's Social Care Service
 - A social worker who has achieved Band 8 Level 3 status or band 9 Advanced Practitioner status.
 - Working in a case holding social work role
- Approve the continued payment of the Market Factor Supplement arrangement to qualifying colleagues until 31 January 2026 subject to a review after 12 months (i.e. to be undertaken and completed by 31 January 2025).

Contact person for access to background papers and further information:

Name: Pamela Wharton, Director Children's Social Care

Background Papers: None

Implications:

Relationship to Corporate Priorities	<i>One of Trafford Council's key priorities is to support people out of poverty by improving overall employment rate (aged 16-64) (%). Paying a market supplement payment and making the overall remuneration competitive and attractive will aid recruitment and retention of colleagues.</i>
Relationship to GM Policy or Strategy Framework	<i>Not applicable The decision to pay a market factor supplement is a local decision.</i>
Financial	<i>There is an additional financial cost arising from the payment of a market factor supplement.</i>
Legal Implications	<i>Not applicable</i>
Equality/Diversity Implications	<i>An EIA was undertaken when the Market Factor Supplement payment was introduced. This will be reviewed and updated accordingly.</i>
Sustainability Implications	<i>Not applicable</i>
Carbon Reduction	<i>Not applicable</i>
Staffing/E-Government/Asset Management Implications	<i>The intention of the Market Factor Supplement is to lessen recruitment and retention challenges</i>
Risk Management Implications	<i>There is a risk that if we do not extend the market forces supplement that in respect of remuneration we will not be competitive and we may face increased remuneration and retention challenges.</i>
Health and Safety Implications	<i>No applicable</i>

1.0 Background

1.1 In February 2021 the Director of Early Help and Children's Social Care presented a paper to the Council's Corporate Leadership Team which set out a proposal to introduce a market supplement rate for hard to recruit and retain roles, specifically Level 3 Social Workers (Band 8) and Advanced Practitioners (Band 9) who met all of the following qualifying criteria:

- An employee of Trafford Council Children's Social Care Service
- A social worker who has achieved Band 8 Level 3 status or band 9 Advanced Practitioner status.
- Working in a case holding social work role

1.2 The rationale for the introduction of the market factor supplement payment was to lessen recruitment and retention challenges which whilst always prevalent had been exacerbated following the Ofsted inspection in March 2019.

1.3 A rate of £2,400 per annum was proposed, which would be paid pro-rata to contractual hours. The proposed rate following extensive research and benchmarking across other Greater Manchester (GM) Authorities.

1.4 The Market Factor Supplement payment is a remuneration payment for posts where it is difficult to recruit and retain staff. The payment is not contractual and is subject to review on an evidence base to justify the ongoing payment.

1.5 There are currently 26 colleagues in receipt of the market supplement payment.

1.6 The introduction of the market factor supplement was endorsed and approved for a period of 2 years (subject to review) and expired in 30 September 2023.

This was extended until 31 January 2024 to allow an evaluation of options and the payment proposal is set out in this report for a continuation of current arrangements.

2.0 Social Worker and Advanced Practitioner Workforce – The National and Local Picture

- 2.1 Councils across the country are struggling to recruit and retain social workers, with finding and keeping children’s practitioners the biggest challenge across the workforce.
- 2.2 Responding to a Local Government Agency (LGA) survey, 83% of authorities said they were experiencing difficulties recruiting children’s social workers, with 72% highlighting retention being a problem.
- 2.3 As of June 2022 almost one in five (19%) children’s social worker posts in England lying vacant, up from 14.6% a year previously, according to an Association of Directors of Children’s Services (ADCS) survey of 108 of the 152 authorities. As of September 2023, the figure for all councils was 16.7%.
- 2.4 A breakdown of Trafford Council’s Children’s Social Worker workforce at the time of writing the report is as follows:

Position	Headcount	Vacancies
Social Worker, Band 7	28	48
Social Worker, Band 8	16	
Advanced Practitioner, Band 9	15	7

3.0 Agency Spend

- 3.1 Due to challenges of the recruitment and retention of social workers and advanced practitioners, it is necessary for us to engage with agency partners to enable us to meet our statutory responsibilities for providing social work and social care services for vulnerable children.
- 3.2 As at 30 September 2023 Trafford Council’s Social Worker workforce consisted of the following number of agency workers:

Position	Headcount (agency workers)
Social Worker (Level 3)	46
Advanced Practitioner	8

- 3.3 In Q2 2023/2024 agency spend in Children’s Services totalled £1,225,771.96 This includes spend via REED totalling £994,812.22 and the Social Worker Agency Framework (SWAF), totalling £230,959.74.
- 3.4 The largest proportion of the Q2 2023/24 agency spend is on interim qualified Level 3 Social Worker roles and Advanced Practitioners with spend with Reed of £561,559.48 and £185,316.69 with SWAF.

- 3.5 The continued use of agency workers has resulted in a degree of a ‘revolving door’ of workers due to the short notice period agency workers are able to give and the competitive nature of the supply and demand across the region. This has a negative impact on face-to-face engagement with our children and their families which is reflected in feedback and complaints. Our children and young people also report the emotional impact of having to “relive my story over and over again” to different professionals.
- 3.6 Our permanent workforce are also impacted by the resource gap; the time it takes to recruit and also in terms of allocation / re- allocation of work that is needed as a consequence of this instability. Each agency staff member requires the same level of induction, management oversight and investment of management time, to become active case holders and with turnover being high this is a significant demand.
- 3.7 It is acknowledged that some level of agency work is arguably inevitable in any front-line profession. In a bid to tackle the high use of agency staff and provide stability to our vulnerable and young people Trafford Council along with 9 other GM Local Authorities have recently committed to the introduction of the Greater Manchester Pledge. The GM Pledge is designed to address challenges related to the workforce of Children’s Social Work Professionals with focus on the supply and quality of agency with a commitment to work collectively to support and manage our social care workforce.

4.0 Market Pay Data

4.1.1 Social Workers – Band 8

4.1.2 The Trafford Council local pay scales (2023/24) for Band 8 are as follows.

Spinal Column Point (SCP)	Band	Annual Salary (per annum) (2023/2024)
30	8	£38,223
31	8	£39,186
32	8	£40,221

4.1.3 In comparison the minimum and maximum scale points for Band 8 equivalent pay scales paid by other Local Authorities are as follows:

Local Authority	SCP (min)	SCP (max)	Annual (min) (2023/2024)	Hourly (min)	Annual (max) (2023/2024)	Hourly (max)	Rank (SCP max)
Wigan	34	38	£42,403	£21.98	£46,464	£24.08	1
Oldham	29	32	£40,221	£21.04	£44,428	£23.24	2
Rochdale	30	36	£38,223	£19.81	£44,428	£23.03	2
Bolton	31	35	£39,186	£20.31	£43,421	£22.51	3
Manchester	31	35	£39,186	£20.31	£43,421	£22.51	3
Salford	32	35	£40,221	£21.43	£43,421	£22.51	3
Stockport	29	34	£37,336	£19.35	£42,403	£21.98	4
Tameside	29	34	£37,336	£19.89	£42,403	£22.59	4
Bury	31	33	£39,186	£20.31	£41,418	£21.47	5
Trafford	30	32	£38,223	£20.22	£40,221	£21.28	6

4.1.4 Based on the above data Trafford Council ranks lowest based on maximum annual salary (2023/2024). Factoring in the £2,400 market factor payment this would increase the minimum annual salary to £40,623 per annum and

maximum annual salary to £42,621 per annum. Based on maximum salary including the market supplement payment this would see our ranking increase to 4th however, out of the 10 Local Authorities we would be 7th in respect of pay value.

4.2 Advanced Practitioners – Band 9

4.2.1 The Trafford Council local pay scales (2023/24) for Band 9 are as follows.

Spinal Column Point (SCP)	Band	Annual Salary (per annum) (2023/2024)
33	9	£41,418
34	9	£42,403
35	9	£43,421
36	9	£44,428

4.2.2 In comparison the minimum and maximum scale points for Band 9 equivalent pay scales (2022/2023) paid by other Local Authorities are as follows:

Local Authority	SCP (min)	SCP (max)	Annual (min) (2023/24)	Hourly (min)	Annual (max) (2023/24)	Hourly (max)	Rank (SCP max)
Wigan	42	45	£50,512	£26.18	£54,243	£28.19	1
Tameside	40	43	£48,474	£25.82	£51,515	£27.44	2
Salford	39	42	£47,420	£25.26	£50,512	£26.91	3
Manchester	36	40	£44,428	£25.13	£48,474	£25.82	4
Oldham	36	40	£44,428	£23.24	£48,474	£25.82	4
Stockport	34	40	£42,403	£21.98	£48,474	£25.82	4
Trafford	37	39	£45,441	£24.04	£47,420	£25.09	5
Bolton	35	39	£43,421	£22.51	£47,420	£24.58	5
Bury	37	38	£45,441	£23.55	£46,464	£24.08	6
Rochdale	34	38	£42,403	£21.98	£46,464	£24.08	6

4.2.3 Based on the above data Trafford Council ranks joint 5th based on maximum annual salary (2023/2024). Factoring in the £2,400 market supplement payment this would increase the minimum annual salary to £47,841 per annum and maximum annual salary to £49,820 per annum. Based on maximum salary including the market supplement payment this would see our ranking increase to 4th. Out of the 10 Local Authorities we would be 4th in respect of pay value.

4.2.4 We are aware that Oldham and Rochdale have no Advanced Practitioner roles but remunerate their Level 3 Social Workers on pay band 9.

4.3 Enhancements and Additional Allowances

4.3.1 In addition to the above pay scales, we are aware that some Local Authorities pay enhancements and/or additional allowances. Details of enhancements and additional allowances for all Local Authorities is not available, however we are aware of the following enhancements and allowances being in place:

- **Bolton:** Essential car user allowance paid at NJC rate. Additional 4 days annual leave per annum.
- **Oldham:** Essential car user allowance of £500 per annum. Acceleration through the grade to penultimate incremental point after completion of AYSE.

- **Salford:** New starters from 1 April 2022 receive a £1,500 recruitment payment and a £1,500 retention payment after 12 months service. Existing employees received a £1,500 retention payment in April 2022 and a further retention payment of £1,500 after 12 months service.
- **Stockport:** Essential car user allowance of between £846 to £963 per annum paid to some social workers (subject to mileage) plus £1,800 recruitment and retention payment after 12 months service.
- **Manchester:** Childrens Service pay a £2,000 retention payment to Level 2 Social workers (equivalent to Trafford Council Band 7 Social Workers) and £5,000 market supplement payment to their Level 3 Social Workers (equivalent to Trafford Council Band 8 Social Workers).

4.3.2 In Trafford, some staff will remain in the critical car allowance scheme that was frozen to new entrants in 2014 when the car allowance schemes were phased out as part of budget proposals. Staff in the scheme receive a lump sum payment of £423 per annum, payable monthly. They can also claim mileage at the standard rate of 45 pence per mile for the first 10,000 miles travelled and 25pence per mile for miles travelled thereafter.

4.3.3 All other staff who undertake business mileage are termed as Casual Users and will claim mileage at the standard rate of 45 pence per mile for the first 10,000 miles travelled and 25 pence per mile for miles travelled thereafter.

5.0 Options

5.1 Following a review of the current arrangement and an options appraisal, the following 3 options have been considered:

Option 1

To not pay a market supplement payment

Option 2

To retain the current market factor supplement payment of £2,400 per annum (pro rata) for a period of 2 years.

Option 3

To introduce a higher market supplement payment:

- (i) For both posts to increase the benchmark ranking to 1st position (based on maximum salary) the payment made to Social Workers and Advanced Practitioners would need to be:

Social Workers: £6,244 per annum

Advanced Practitioners: £6,824 per annum

- (ii) For both posts to increase the benchmark ranking to 2nd position (based on maximum salary) the payment made to Social Workers and Advanced Practitioners would need to be:

Social Workers: £4,208 per annum

Advanced Practitioners: £4,096 per annum

- (iii) For both posts to increase the benchmark ranking to 3rd position (based on maximum salary) the payment made to Social Workers and Advanced Practitioners would need to be:

Social Workers: £3,201 per annum

Advanced Practitioners: £3,093 per annum

5.2 It is recommended that Option 2 is progressed i.e. the market factor supplement payment of £2,400 per annum (pro rata) continues to be paid for a further 2 years to colleagues who meet all the qualifying criteria. Whilst we recognise that our level of remuneration may not be as attractive as other Local Authorities in GM we believe the continuation of the current market supplement payment combined with other factors such as quality and regular supervision, reasonable case loads and the culture of Trafford Council and Children's Social Care allows us to offer a package to attract, recruit, retain and sustain our Social Care workforce.

5.3 The ongoing drivers for the continuation of the market factor supplement payment are:

- We would have difficulty recruiting to case holding social worker and Advanced Practitioner roles.
- Evidence that our Band 8 and Band 9 pay scales are below some other Local Authorities across GM who we compete with in the labour market.
- High level of cost of agency staff to cover established vacancies.
- The national shortage of children's social workers and the knowledge that we will have a significant problem recruiting and retaining social workers if we do not have in place a remuneration package which is competitive.
- The need to continue to support our model of social work.

6.0 Financial Considerations

Role	No of staff	Salary (inc. on costs)	Salary inc. MFS payment (inc. on costs)	Total: Salary inc. MFS payment
Social Worker (Band 8)	16	£52,237	£55,429	£886,864
Advanced Practitioner (Band 9)	10	£57,834	£61,026	£976,413

7.0 Recommendation

It is recommended that Employment Committee:

- Approve the recommendation to continue the pay a Market Forces Supplement payment of £2,400 to colleagues who meet all the following criteria:
 - An employee of Trafford Council Children's Social Care Service
 - A social worker who has achieved Band 8 Level 3 status or band 9 Advanced Practitioner status.
 - Working in a case holding social work role

- Approve the continued payment of the Market Factor Supplement arrangement to qualifying colleagues until 31 March 2026 subject to a review after 12 months (i.e. to be undertaken and completed by 31 March 2025).