

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 2 July 2018
Report for: Information
Report of: Sara Saleh, Interim HR Director

Report Title

Agency Spend for Period 1st April 2017 to 31st March 2018

Recommendations

That the content of this report is noted.

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

1. Background

- 1.1 A robust vacancy clearance process has been in place for over three years now; this process ensures that posts are only filled where there is a compelling case to do so; it also ensures that where a post is to be filled, it is matched in the first instance to employees on notice of redundancy (redeployees), "at risk" staff (those employees where there is a real risk of redundancy) and apprentices.
- 1.2 Vacancies are subject to initial approval by respective Directorate Management Teams and final approval by the Corporate Leadership Team (CLT). The routine practice is for vacancies to be advertised internally in the first instance in order to minimise the potential for future workforce reductions and make savings on external recruitment spend.

- 1.3 It is however recognised that there will be circumstances whereby there are immediate resourcing needs that are predominantly short term in nature and require access to time limited and/or specialist skills that cannot be found within the organisation, or where cover is required for day-to-day absences. For these reasons, access to temporary agency support is essential to meet critical gaps in service provision as outlined below.
- 1.4 The breakdown of agency spend over the previous financial year (from April 2017 to March 2017 inclusive) is attached at Appendix I. The agency costs for the year have been met from within existing staffing budgets to support services whilst they have been restructuring, reshaping and recruiting to resultant vacant posts, thus ensuring that statutory obligations are met on a day-to-day basis.
- 1.5 Appendix II provides information on the length of tenure for those assignments that were still active as at 31st March 2018.

2. Summary Agency Spend Position

- 2.1 The total agency spend in 2017/18 is £1,901,088. This is a significant reduction, equating to £118,981 from the previous year's total spend of £2,020,069. It is also the lowest annual agency spend in recent years. T&R and EGEI have seen reasonable reductions whereas CFW has seen a slight increase, which continues their upward trend over the last few years. In 2015/16 and 2016/17, in addition to the core T&R services, there was also agency spend for the CFW Transformation Programme. There has been no further spend in this area and over £95k of the reduction is due to this programme of work ceasing.

Directorate	2015/16 Total	2016/17 Total	2017/18 Total
CFW	1,171,785	1,410,667	1,452,076
EGEI	87,792	143,246	118,349
T&R	345,905	370,305	330,663
T&R CFW	373,779	95,851	N/A
All	1,979,261	2,020,069	1,901,088

- 2.2 The spend in 2017/18 has increased each quarter and there have been different patterns of expenditure within the directorates across the year.

Directorate	Q1	Q2	Q3	Q4	Total
CFW	364,876	336,601	346,382	404,218	1,452,076
EGEI	28,585	29,829	32,035	27,901	118,349
T&R	20,761	62,737	105,696	141,470	330,663
All	414,221	429,166	484,112	573,589	1,901,088

- 2.3 In terms of the reason agency staffing is required, the spend breaks down as follows into the 3 broad categories: vacancy cover – 55%; cover for sickness and other absences – 30%, and; project and short-term workload peaks – 15%.

2.4 An overview of agency spend and activity is set out below that outlines the Directorate position in further detail.

3. Directorate Overview

3.1 Children, Families and Well-Being

3.1.1 The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable children and adults. The interim staffing need is primarily required to cover staffing resource gaps, created as a result of short-term staff absences or whilst recruitment to permanent posts is underway and cover is critical to ensure that service users receive the appropriate level of care and support.

3.1.2 The 2017/18 agency spend for CFW was £1,452,076, and the directorate continues to see an upward trend, with increases as compared to the previous two years (£1,410,667 in 2016/18 and £1,171,785 in 2015/16). The increase from last year was £41,409.

3.1.3 The large majority of spend relates to health and social care interim support (92%). Of this, 69% is on qualified staff and 31% is on unqualified staff. The remainder is mostly due to: Business Support; Project Support; Travel Assistance and Domestic roles. The Business Admin insight review is in its final stages of implementation and we expect to see a significant reduction in spend in this area.

3.1.4 Within Children's and Adults Social Work, a peripatetic team of Social Workers is in place to reduce the need for agency staff and to improve the consistency and quality of service provided. This team of experienced social workers is deployed on short-term/time-limited placements in response to service needs. It has been recognised however that this alone is not enough and a comprehensive review of Social Services has been undertaken to identify where improvements could be made in key areas to enhance the wellbeing of the workforce. The subsequent report considered a range of issues affecting staff including absence, recruitment and retention and work demands. A number of recommendations were provided which will address the range of issues affecting staff wellbeing both within these services and also across the organisation. A range of work streams are now being delivered to support those recommendations.

3.1.5 Within Children's and Adults Social Work there have also been targeted recruitment campaigns to try to fill Social Work vacancies and consequently to reduce the reliance on agency. This exercise was also to recruit to the peripatetic team. We have improved the learning and development offer for Adults Social Workers and we are looking at how to improve it within Children's services. We are part of a pilot phase of the implementation of the national Assessment and Accreditation system. This involves working closely with the Department for Education to ensure that Social Workers have all the support that they need to successfully achieve the post qualifying standards in

children's and family social work. Having this external assessment will make Social Workers feel more invested in and valued and ultimately it will be embedded into our career progression pathway which will make our offer more attractive.

3.1.6 The AGMA-wide adoption of standardised pay rates for children's and adults' agency social workers, which was led by Trafford Council in 2016, continues to be effective at controlling costs and the principle of a rate 'cap' has been extended across the North West. This collaborative arrangement avoids authorities competing for agency social workers, which previously resulted in prices being driven upwards and ensures the market is managed / controlled.

3.2 Transformation and Resources Directorate (T & R)

3.2.1 Agency spend in this area primarily relates to the need to bring in specialist skills to provide transformational, technical and consultancy support to the organisation as it reshapes.

3.2.2 In 2017/18 total spend for T&R was £330,663 which is an overall decrease from 2016/17 total spend of £39,642. Over 50% of spend is attributable to Legal Services who have had to bring in solicitors to cover vacancies. These are primarily in the areas of procurement/contract, property, childcare and adults. 25% of spend was within Communications service to provide additional capacity for their service pending a review.

3.3 Economic Growth, Environment and Infrastructure

3.3.1 Spend in this area primarily relates to interim technical support roles and the total agency spend for 2017/18 was £118,349; this represented a decrease of £24,897 from spend in 2016/17.

3.3.2 Over the first 3 quarters of the year, spend in the Directorate increased slightly each quarter, with a decrease in Quarter 4 to a level lower than in Quarter 1. Spend has primarily been attributed to Building Control (68%) and Licensing (30%) with a small amount on Business Administration. These are regulatory roles that also generate income for the Council; it has therefore been in the Council's interests to cover any vacant roles with agency staff whilst permanent recruitment to the roles has been undertaken and to put in place additional temporary resource where there are workload increases. Although market supplements are in place for Building Control staff in order to make the package more attractive, the service continues to lose staff to the private sector. They are currently exploring strategies to mitigate this risk and improve retention and thus reduce the requirement to bring agency staff in. In respect of Licensing there was additional workload due to increased demand for taxi licensing during the year.

4. Conclusion

- 4.1 The HR service will facilitate targeted and bespoke interventions to support managers particularly in the CFW Directorate to pro-actively manage temporary resourcing needs to continue to ensure that agency demand is proportionate and appropriate.
- 4.2 Agency spend will continue to be monitored on a regular basis and regular reports will be presented to Employment Committee, for information.
- 4.3 Employment Committee is recommended to note the content of this report.

Trafford Council Agency Spend By Directorate - 2017/2018**Appendix I**

Breakdown by Directorate (via cost and number of assignments)

April 2017

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	56	£100,049
Business Support Officer level 2	2	£2,032
Care Assistant - Residential Homes & Day Centres	19	£21,102
Chef	1	£1,272
Domestic	1	£481
Service Manager	1	£4,745
Social Worker Level 3	14	£44,521
Social Worker Level 3 (Hospital/EDT)	1	£1,472
Social Worker level 3a	1	£2,697
Strategic Service Manager	1	£5,823
Support Worker - Adults	5	£6,057
Support Worker Adults Physical Intervention Trained	10	£9,849
EGEI	3	£6,476
Building Control Officer	1	£3,386
Licencing Assistant	2	£3,091
T&R	3	£7,214
Control Room Operator	1	£404
Executive Assistant to Chief Executive	1	£1,531
Principal Solicitor	1	£5,279
Grand Total	62	£113,739

May 2017

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	73	£114,532
Business Support Officer level 2	2	£1,963
Business Support Officer Level 3	1	£784
Care Assistant - Residential Homes & Day Centres	19	£21,840
Chef	2	£1,014
Childcare Worker	10	£1,628
Domestic	1	£172
Service Manager	1	£5,026
Social Worker Level 3	14	£53,332
Social Worker level 3a	2	£2,775
Strategic Service Manager	1	£5,121
Support Worker - Adults	8	£5,145
Support Worker Adults Physical Intervention Trained	11	£13,463
Travel Assistance Officer	1	£2,269
EGEI	4	£4,155
Building Control Officer	2	£623
Licencing Assistant	2	£3,532
T&R	3	£7,559
Control Room Operator	1	£1,126
Principal Solicitor	1	£4,689
Solicitor	1	£1,745
Grand Total	80	£126,247

June 2017

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	88	£150,295
Business Support Officer level 2	3	£2,166
Business Support Officer Level 3	1	£2,148
Care Assistant - Residential Homes & Day Centres	17	£28,003
Chef	1	£179
Childcare Worker	18	£2,703
Domestic	1	£244
Service Manager	1	£6,676
Social Worker Level 3	17	£65,310
Social Worker Level 3 (Hospital/EDT)	1	£2,480
Social Worker level 3a	1	£2,616
Strategic Service Manager	1	£6,481
Support Worker - Adults	17	£10,036
Support Worker Adults Physical Intervention Trained	8	£18,167
Travel Assistance Officer	1	£3,086
EGEI	5	£17,953
Building Control Officer	2	£13,821
Business Support Officer level 2	1	£209
Licencing Assistant	2	£3,924
T&R	3	£5,987
Control Room Operator	1	£245
Principal Solicitor	1	£1,313
Solicitor	1	£4,429
Grand Total	96	£174,235

Grand Total in the Quarter	238	£414,221
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Trafford Council Agency Spend By Directorate Q2 - 2017/2018

Breakdown by Directorate (via cost and number of assignments)

July 2017

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	74	£106,188
Business Support Officer level 2	3	£3,358
Business Support Officer Level 3	1	£1,412
Care Assistant - Residential Homes & Day Centres	22	£22,354
Childcare Worker	7	£864
Domestic	1	£452
Residential Childcare Officer	1	£128
Service Manager	1	£5,026
Social Worker Level 3	13	£47,702
Social Worker level 3a	3	£5,585
Strategic Service Manager	1	£2,784
Support Worker - Adults	8	£3,219
Support Worker Adults Physical Intervention Trained	12	£10,618
Travel Assistance Officer	1	£2,687
EGEI	3	£4,759
Business Support Officer level 2	1	£1,372
Licencing Assistant	2	£3,387
T&R	2	£3,370
Control Room Operator	1	£60
Solicitor	1	£3,310
Grand Total	79	£114,317

August 2017

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	62	£93,677
Business Support Officer level 2	3	£2,436
Business Support Officer Level 3	1	£1,538
Care Assistant - Residential Homes & Day Centres	17	£20,424
Career Progression Coach	1	£484
Childcare Worker	6	£547
Domestic	1	£499
Independent Reviewing Officer	1	£1,178
Residential Childcare Officer	1	£215
Service Manager	1	£5,607
Social Worker Level 3	12	£37,719
Social Worker level 3a	2	£9,609
Strategic Service Manager	1	£2,826
Support Worker - Adults	5	£2,659
Support Worker Adults Physical Intervention Trained	9	£7,247
Travel Assistance Officer	1	£690
EGEI	5	£17,294
Building Control Officer	2	£12,713
Business Support Officer level 2	1	£361
Licencing Assistant	2	£4,220
T&R	5	£25,741
Business Support Officer level 2	1	£461
Control Room Operator	1	£477
Senior Payroll Specialist Support	1	£9,469
Solicitor	2	£15,333
Grand Total	72	£136,712

September 2017

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	74	£136,735
Adaptations Officer	1	£800
Business Support Officer level 2	3	£4,022
Business Support Officer Level 3	1	£3,417
Care Assistant - Residential Homes & Day Centres	20	£24,106
Career Progression Coach	1	£2,735
Chef	1	£95
Childcare Worker	2	£285
Domestic	1	£966
Domestic - Ascot House	1	£149
Independent Reviewing Officer	1	£2,834
Residential Childcare Officer	3	£743
Service Manager	2	£9,473
Social Worker Level 3	12	£46,339
Social Worker Level 3 (Hospital/EDT)	1	£1,212
Social Worker level 3a	3	£10,137
Social Worker level 3a (Hospital/EDT)	2	£3,558
Strategic Service Manager	1	£7,076
Support Worker - Adults	5	£1,517
Support Worker Adults Physical Intervention Trained	12	£14,201
Travel Assistance Officer	1	£3,070
EGEI	4	£7,775
Building Control Officer	2	£3,951
Licencing Assistant	2	£3,824
T&R	9	£33,627
Business Support Officer level 2	1	£1,910
Communications Officer	1	£4,765
Head of Communications	1	£7,205
Legal Executive	1	£2,235
Senior Payroll Specialist Support	1	£1,836
Solicitor	4	£15,675
Grand Total	87	£178,137

Grand Total in the Quarter	238	£429,166
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Trafford Council Agency Spend By Directorate Q3 - 2017/2018

Breakdown by Directorate (via cost and number of assignments)

October 2017

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	69	£110,889
Business Support Officer level 2	4	£4,907
Business Support Officer Level 3	2	£2,126
Care Assistant - Residential Homes & Day Centres	17	£18,684
Career Progression Coach	1	£1,951
Childcare Worker	3	£321
Domestic	1	£551
Independent Reviewing Officer	1	£2,357
Personal Advisor	1	£1,335
Project Support Officer	1	£1,167
Residential Childcare Officer	1	£199
Service Manager	2	£8,516
Social Worker Level 3	10	£30,307
Social Worker Level 3 (Hospital/EDT)	1	£2,385
Social Worker level 3a	2	£8,311
Social Worker level 3a (Hospital/EDT)	2	£8,803
Strategic Service Manager	1	£5,631
Support Worker - Adults	3	£654
Support Worker Adults Physical Intervention Trained	14	£9,820
Travel Assistance Officer	1	£2,646
Waking Night Residential Childcare Officer	1	£218
EGEI	4	£13,401
Building Control Officer	2	£9,914
Licencing Assistant	2	£3,487
T&R	14	£28,859
Business Support Officer level 2	3	£2,043
Communications Manager	1	£545
Communications Officer	1	£3,470
Control Room Operator	1	£179
Head of Communications	1	£4,911
Legal Executive	1	£2,847
Senior Payroll Specialist Support	1	£1,882
Solicitor	5	£12,980
Grand Total	87	£153,148

November 2017

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	85	£105,838
Business Support Officer level 2	3	£2,195
Business Support Officer Level 3	3	£4,817
Care Assistant - Residential Homes & Day Centres	18	£13,983
Career Progression Coach	1	£2,334
Childcare Assistant	4	£945
Childcare Worker	6	£2,041
Independent Reviewing Officer	1	£1,414
Personal Advisor	1	£2,092
Project Support Officer	1	£1,491
Service Manager	2	£8,023
Social Worker Level 3	12	£27,348
Social Worker Level 3 (Hospital/EDT)	2	£7,077
Social Worker level 3a	2	£7,201
Social Worker level 3a (Hospital/EDT)	2	£7,565
Strategic Service Manager	1	£4,569
Support Worker - Adults	15	£2,443
Support Worker Adults Physical Intervention Trained	10	£7,612
Travel Assistance Officer	1	£2,689
EGEI	4	£9,310
Building Control Officer	2	£6,149
Licencing Assistant	2	£3,161
T&R	13	£39,653
Business Improvement Officer	1	£1,291
Business Support Officer level 2	1	£1,807
Communications Manager	1	£3,269
Communications Officer	1	£3,813
Control Room Operator	1	£182
Head of Communications	1	£5,637
Legal Executive	1	£3,507
Senior Payroll Specialist Support	1	£1,575
Solicitor	5	£18,572
Grand Total	102	£154,800

December 2017

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	98	£129,655
Business Support Officer level 2	2	£1,677
Business Support Officer Level 3	4	£5,332
Care Assistant - Residential Homes & Day Centres	23	£19,324
Career Progression Coach	1	£2,619
Childcare Assistant	6	£1,523
Childcare Worker	17	£4,011
Independent Reviewing Officer	2	£2,359
Personal Advisor	1	£1,705
Project Support Officer	1	£1,167
Service Manager	2	£11,472
Social Worker Level 3	11	£38,057
Social Worker Level 3 (Hospital/EDT)	1	£2,415
Social Worker level 3a	2	£5,515
Social Worker level 3a (Hospital/EDT)	2	£12,548
Strategic Service Manager	1	£6,035
Support Worker - Adults	8	£2,088
Support Worker Adults Physical Intervention Trained	12	£8,465
Team Leader	1	£1,648
Travel Assistance Officer	1	£1,695
EGEI	3	£9,324
Building Control Officer	2	£7,679
Licencing Assistant	1	£1,645
T&R	13	£37,184
Business Improvement Officer	1	£2,964
Business Support Officer level 2	1	£1,764
Communications Manager	1	£2,724
Communications Officer	1	£3,512
Head of Communications	1	£5,843
Legal Executive	1	£760
Procurement Officer	1	£1,487
Senior Payroll Specialist Support	1	£2,105
Solicitor	5	£16,025
Grand Total	114	£176,163

Grand Total in the Quarter	303	£484,112
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Trafford Council Agency Spend By Directorate Q4 - 2017/2018

Breakdown by Directorate (via cost and number of assignments)

January 2018

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	80	£108,395
Business Support Officer level 2	3	£2,849
Business Support Officer Level 3	3	£5,637
Care Assistant - Residential Homes & Day Centres	24	£16,004
Career Progression Coach	1	£1,605
Chef	1	£103
Childcare Assistant	2	£1,722
Childcare Worker	5	£1,549
Independent Reviewing Officer	1	£1,888
Project Support Officer	1	£1,370
Service Manager	2	£9,211
Social Worker Level 3	12	£37,589
Social Worker Level 3 (Hospital/EDT)	1	£462
Social Worker level 3a (Hospital/EDT)	2	£8,150
Strategic Service Manager	1	£5,773
Support Worker - Adults	5	£847
Support Worker Adults Physical Intervention Trained	14	£7,631
Team Leader	1	£3,863
Travel Assistance Officer	1	£2,143
EGEI	3	£5,733
Building Control Officer	2	£4,047
Licencing Assistant	1	£1,687
T&R	14	£44,902
Business Improvement Officer	1	£2,461
Business Support Officer level 2	1	£813
Communications Manager	1	£2,179
Communications Officer	1	£3,444
Head of Communications	1	£6,945
Procurement Officer	1	£2,826
Senior Accountant	1	£4,052
Senior Payroll Specialist Support	1	£1,437
Solicitor	6	£20,745
Grand Total	97	£159,030

February 2018

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	98	£127,577
Audit Assistant	1	£530
Business Support Officer level 2	3	£2,630
Business Support Officer Level 3	4	£6,075
Care Assistant - Residential Homes & Day Centres	18	£16,614
Career Progression Coach	1	£1,418
Childcare Assistant	1	£1,277
Childcare Worker	18	£7,652
Independent Reviewing Officer	1	£2,360
Project Support Officer	1	£1,130
Receptionist	1	£529
Service Manager	3	£12,459
Social Care Reviewing Officer -	1	£562
Social Worker Level 3	14	£41,918
Social Worker level 3a (Hospital/EDT)	2	£9,264
Strategic Service Manager	1	£5,568
Support Worker - Adults	11	£2,133
Support Worker Adults Physical Intervention Trained	15	£9,200
Team Leader	1	£3,863
Travel Assistance Officer	1	£2,397
EGEI	3	£13,016
Building Control Officer	2	£11,286
Licencing Assistant	1	£1,730
T&R	13	£46,448
Business Improvement Officer	1	£2,565
Business Support Officer level 2	1	£1,717
Communications Manager	1	£817
Communications Officer	1	£3,595
Head of Communications	1	£7,712
Procurement Officer	1	£2,975
Senior Accountant	1	£4,265
Senior Payroll Specialist Support	1	£1,959
Solicitor	5	£20,842
Grand Total	114	£187,041

March 2018

Job Title by Directorate	Number of Active Assignments in Month	Sum of Client Total
CFW	529	£168,245
Audit Assistant	5	£2,548
Business Support Officer level 2	14	£4,183
Business Support Officer Level 3	11	£4,786
Care Assistant - Residential Homes & Day Centres	227	£23,314
Career Progression Coach	6	£2,335
Childcare Assistant	10	£3,185
Childcare Worker	27	£5,298
Independent Reviewing Officer	4	£2,344
Project Support Officer	3	£1,354
Receptionist	5	£1,219
Service Manager	17	£20,586
Social Care Reviewing Officer -	4	£1,271
Social Worker Level 3	87	£61,164
Social Worker level 3a	11	£5,347
Social Worker level 3a (Hospital/EDT)	5	£9,563
Strategic Service Manager	5	£7,374
Support Worker - Adults	18	£1,156
Support Worker Adults Physical Intervention Trained	59	£4,225
Team Leader	6	£3,877
Travel Assistance Officer	5	£3,116
EGEI	15	£9,151
Building Control Officer	10	£6,980
Licencing Assistant	5	£2,172
T&R	62	£50,121
Business Improvement Officer	7	£3,142
Business Support Officer level 2	5	£2,141
Communications Manager	4	£2,997
Communications Officer	5	£3,686
Head of Communications	4	£6,119
Procurement Officer	6	£3,140
Senior Accountant	6	£5,551
Senior Payroll Specialist Support	6	£2,811
Solicitor	19	£20,534
Grand Total	606	£227,518

Grand Total in the Quarter	310	£573,589
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Trafford Council Agency Tenure by Directorate

Appendix II

Breakdown by Directorate showing active assignments as at 31st March 2018

Directorate	Job Title	Assignment Start Date	Assignment End Date
CFW	Audit Assistant	19/02/2018	31/05/2018
	Business Support Officer level 2	18/09/2017	31/08/2018
	Business Support Officer level 2	05/03/2018	22/06/2018
	Business Support Officer level 2	08/01/2018	31/05/2018
	Business Support Officer Level 3	28/03/2018	06/04/2018
	Care Assistant - Residential Homes & Day Centres	01/01/2018	05/05/2018
	Care Assistant - Residential Homes & Day Centres	29/12/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	09/09/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	24/01/2018	05/05/2018
	Care Assistant - Residential Homes & Day Centres	07/03/2018	06/07/2018
	Care Assistant - Residential Homes & Day Centres	30/09/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	28/10/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	31/03/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	11/02/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	01/07/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	01/03/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	01/03/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	10/03/2018	06/07/2018
	Care Assistant - Residential Homes & Day Centres	13/01/2018	05/05/2018
	Care Assistant - Residential Homes & Day Centres	06/10/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	24/10/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	22/02/2018	06/07/2018
	Care Assistant - Residential Homes & Day Centres	25/10/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	30/09/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	29/11/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	01/03/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	17/03/2018	07/07/2018
	Care Assistant - Residential Homes & Day Centres	01/03/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	12/03/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	19/08/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	30/09/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	01/03/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	01/03/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	01/03/2017	06/07/2018
	Care Assistant - Residential Homes & Day Centres	14/08/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	08/03/2018	06/07/2018
	Care Assistant - Residential Homes & Day Centres	12/02/2018	06/07/2018
	Care Assistant - Residential Homes & Day Centres	18/08/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	30/09/2017	05/05/2018
	Care Assistant - Residential Homes & Day Centres	30/09/2017	05/05/2018

Care Assistant - Residential Homes & Day Centres	01/03/2017	06/07/2018
Care Assistant - Residential Homes & Day Centres	16/03/2018	06/07/2018
Care Assistant - Residential Homes & Day Centres	25/03/2017	05/05/2018
Care Assistant - Residential Homes & Day Centres	01/03/2017	06/07/2018
Care Assistant - Residential Homes & Day Centres	01/03/2017	05/05/2018
Care Assistant - Residential Homes & Day Centres	09/12/2017	06/07/2018
Care Assistant - Residential Homes & Day Centres	01/03/2017	06/07/2018
Care Assistant - Residential Homes & Day Centres	01/08/2017	05/05/2018
Care Assistant - Residential Homes & Day Centres	01/03/2017	06/07/2018
Care Assistant - Residential Homes & Day Centres	04/03/2018	06/07/2018
Care Assistant - Residential Homes & Day Centres	01/03/2017	06/07/2018
Care Assistant - Residential Homes & Day Centres	12/12/2017	06/07/2018
Care Assistant - Residential Homes & Day Centres	01/03/2017	06/07/2018
Care Assistant - Residential Homes & Day Centres	26/03/2017	05/05/2018
Care Assistant - Residential Homes & Day Centres	30/09/2017	30/06/2018
Childcare Assistant	03/01/2018	06/07/2018
Childcare Assistant	07/03/2018	12/04/2018
Childcare Assistant	19/03/2018	13/04/2108
Childcare Assistant	07/03/2018	12/04/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	21/02/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	19/02/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	21/02/2018	31/03/2018
Childcare Worker	21/02/2018	31/03/2018
Childcare Worker	08/02/2018	31/03/2018
Childcare Worker	07/02/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	01/01/2018	31/03/2018
Childcare Worker	01/01/2018	31/07/2018
Independent Reviewing Officer	02/12/2017	29/06/2018
Project Support Officer	11/10/2017	29/06/2018
Receptionist	14/02/2018	14/04/2018
Service Manager	03/02/2018	04/05/2018
Service Manager	04/09/2017	18/05/2018
Social Care Reviewing Officer -	19/02/2018	15/06/2018
Social Worker Level 3	17/02/2018	18/08/2018

	Social Worker Level 3	21/03/2018	08/07/2018
	Social Worker Level 3	28/01/2017	29/06/2018
	Social Worker Level 3	26/03/2018	26/06/2018
	Social Worker Level 3	06/12/2017	08/06/2018
	Social Worker Level 3	24/01/2018	22/04/2018
	Social Worker Level 3	12/02/2018	11/05/2018
	Social Worker Level 3	26/02/2018	27/07/2018
	Social Worker Level 3	09/03/2018	29/06/2018
	Social Worker Level 3	28/01/2017	09/07/2018
	Social Worker Level 3	28/01/2017	01/06/2018
	Social Worker Level 3	12/03/2018	29/06/2018
	Social Worker Level 3	25/03/2017	20/04/2018
	Social Worker Level 3	05/02/2018	08/07/2018
	Social Worker Level 3	16/01/2018	08/08/2018
	Social Worker Level 3	12/03/2018	18/05/2018
	Social Worker level 3a	12/02/2018	13/07/2018
	Social Worker level 3a (Hospital/EDT)	15/09/2017	16/07/2018
	Strategic Service Manager	25/03/2017	27/07/2018
	Support Worker - Adults	12/03/2017	05/05/2018
	Support Worker Adults Physical Intervention Trained	23/09/2017	30/06/2018
EGEI	Building Control Officer	31/07/2017	24/08/2018
	Licencing Assistant	28/01/2017	25/05/2018
T&R	Business Improvement Officer	13/11/2017	13/04/2018
	Business Support Officer level 2	21/08/2017	27/04/2018
	Communications Manager	24/10/2017	29/06/2018
	Communications Officer	28/08/2017	29/06/2018
	Head of Communications	14/08/2017	29/06/2018
	Procurement Officer	11/12/2017	01/10/2018
	Senior Accountant	18/12/2017	22/06/2018
	Solicitor	05/09/2017	29/06/2018
	Solicitor	09/10/2017	30/06/2018
	Solicitor	30/08/2017	29/06/2018
	Solicitor	22/12/2017	29/06/2018

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

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