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TRAFFORD COUNCIL

AGENDA PAPERS MARKED 'TO FOLLOW' FOR SCRUTINY COMMITTEE MEETING

Date: Wednesday, 10 January 2018

Time: 6.30 p.m.

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

AGENDA	PART I	Pages
5.	SICKNESS ABSENCE REPORT	
	To receive a report of the Executive Member for Corporate Resources.	1 - 32
6.	SCRUTINY COMMITTEE'S TASK & FINISH GROUP REVIEW OF THE COUNCIL'S CRM SYSTEM	
	To consider a report of the Scrutiny Committee Task & Finish Group setup to conduct a review of the Council's CRM System.	To Follow

THERESA GRANT
Chief Executive

Membership of the Committee

Councillors M. Young (Chairman), M. Cordingley (Vice-Chairman), R. Bowker, C. Boyes, K. Carter, Mrs. P. Dixon, J. Holden, M. Hyman, A. Mitchell, D. Western, A.M. Whyte, J. Harding (ex-Officio), Goodstadt and Khan

Further Information

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Scrutiny Committee - Wednesday, 10 January 2018

This agenda was issued on **Friday, 5 January 2018** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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TRAFFORD COUNCIL

Report to: Scrutiny Committee
Date: 10th January 2018
Report for: Information
Report of: Corporate Director, Transformation & Resources

Report Title

Update on Sickness Absence (including the focused workforce review in CFW)

Summary

1. To provide an update on absence levels and wellbeing activity in the Council
2. To provide a summary of the review of workforce health and wellbeing in CFW, including recommendations

Recommendation

1. That the report is noted.

Contact person for access to background papers and further information:

Name: Deborah Lucas, Acting Director of HR
Extension: 4095

Background Papers: None

1. BACKGROUND

- 1.1 For a number of years, the Council set a sickness absence target of 9 days absence, per employee per annum. At the end of 2015/16, this target was achieved and in order to drive further improvement, a stretch target of 8.5 days was set for the following year, 2016/17. Whilst levels of absence continued to fall during the early part of 2016/17, during the latter part of the year, the Council saw absence levels begin to rise again and by the end of the year, levels had reached an average of 10.5 days per employee per annum.
- 1.2 From the analysis undertaken in year, the increasing trend was attributable to a small rise in the number of long term sickness absence cases as well as an increase in short term cases, particularly in areas of the Council where there was organisational change.
- 1.3 In order to address the challenge of rising sickness absence levels in 2016/17, a number of measures were put in place which included the development and implementation of a Health & Wellbeing Strategy, bespoke strategies at a local level

to tackle absence levels in hotspot areas and the investment in an additional temporary HR resource specifically to support managers in improving attendance.

- 1.4 Absence levels for 2017/18 are currently averaging in the region of 10.2 days per employee, per annum.

2. AGMA BENCHMARKING

- 2.1 Whilst Trafford saw absence levels increase during 2016/17, from the data collated across our neighbouring authorities, this increase was not limited to Trafford but appeared to be a general trend across AGMA.

- 2.2 For the year ending 31st March 2017, Trafford's absence level of 10.5 days represented the average number of days lost across AGMA and we were ranked fifth out of the 10 local authorities (see table below):

Council	Average number of days lost per employee (2016-17)
Tameside	7.63
Oldham	9.16
Wigan	9.75
Stockport	10.30
Trafford	10.51
Rochdale	10.66
Bury	11.21
Bolton	11.83
Manchester	11.94
Salford	12.60

3. HEALTH & WELLBEING STRATEGY

- 3.1 To support an improvement in the health and wellbeing of our workforce and also to improve absence levels, a Health and Wellbeing Strategy was developed in 2016/7. A copy of the strategy is attached at Appendix 1. The strategy provides a cohesive approach to embedding a culture that improves the wellbeing of our employees. To date, a range of measures and activities have been delivered as part of the overall strategy for improving the wellbeing of our workforce and in September 2017, we received a Healthy Workplace Award from Trafford CCG in recognition of the work undertaken. The details of this are at Appendix 2.

- 3.2 In summary, Health and Wellbeing events take place throughout the year including Health and Wellbeing Days where staff come together and have access to a range of health checks, fun activities, advice and information. We have also delivered a range of local activities for staff including mindfulness sessions, yoga, guide dog interactions, Zumba, and a range of team sports – football, netball and rounders.

- 3.3 In August a standing desk trial was completed at Trafford Town Hall. Approximately 30 staff from a variety of services tried out 3 types of standing desks which can provide health benefits to users and a number of these are now in place. In addition,

a staff led lunchtime running club has been established for runners of all abilities. This group provides an opportunity for individuals to get fitter, whilst socialising with peers.

- 3.4 Wellbeing Champions have also been identified, bringing together staff who have volunteered to support peers and promote wellbeing initiatives across services. Their meetings provide a forum for them to discuss the role of the champions, update on wellbeing interventions and feedback ideas for the direction of the Wellbeing Strategy. Out of these sessions, the idea for the Carers' Support network was established and this staff group is now successfully up and running.
- 3.5 A modernised approach to delivering Attendance Management workshops is also now in place, giving managers the opportunity to discuss their cases with HR professionals and peers at a practical level and work through positive solutions to achieve the best outcomes.

4. WORKFORCE UPDATE

- 4.1 As well as the Health & Wellbeing Strategy, during 2017, a Workforce Update dashboard was also developed and rolled out. This dashboard is produced on a monthly basis and is a very visual way of highlighting areas of workforce activity across three key themes: Resourcing, Wellbeing and Talent. A copy of the report from October 2017 is attached at Appendix 2.
- 4.2 The dashboard is shared on a monthly basis with CLT, it is published on the intranet and is also shared with the Employment Committee on a quarterly basis. The analysis shines a light on key areas and was the basis for the recent review into CFW, further details of which are set out below.

5. THE CFW REVIEW

- 5.1 Following a review of the monthly Workforce Update in 2017, CLT requested that a review take place across CFW to identify where improvements could be made in key areas with a view to improving the health and wellbeing of the workforce.
- 5.2 This review was led by the Health and Safety Manager under the direction of the Acting Director of HR. Terms of reference were developed and these provided the structure and approach for the review which specifically focused on the hotspot area of social care. The review particularly drilled down into a range of factors that may have an impact on staff wellbeing; these included:
 - Sickness absence (including levels, impact and management)
 - Recruitment and retention
 - Work levels (including caseloads, management/allocation)
 - Job/role change and development
 - Employee support and development available
 - The impact of any other challenges currently being faced by the Services
 - Wellbeing opportunities for employees
- 5.3 In terms of source data, the review collated a range of qualitative and quantitative data which included reviewing absence data, interviews with managers, front-line staff focus groups and questionnaires.

5.4 The findings are detailed under four broad themes to provide a structured approach for the analysis; these are:

- **Absence Management**
- **Recruitment and Retention**
- **Work Demands and Workforce Support**
- **Wellbeing Opportunities**

5.5 **Absence Management**

5.5.1 *General*

The Workforce Update details a trend of increasing sickness absence levels across CFW, with rates being in excess of the Council target of 8.50 days per annum. As at October 2017, an average of 11.77 days were lost per employee per annum in CFW, with the main areas of concern being short term absence.

Feedback from managers indicated that they were not confident in being able to identify general patterns of sickness absence across whole service areas and they indicated that they would benefit from support to access 'real time' absence data that can be broken down e.g. to teams, absence types, long term and short term absence, to show any trends to enable improved sickness management.

It was noted that local absence data can already be obtained by managers through the HR and Payroll System (I-Trent). This feedback demonstrated that managers were either not aware of the functionality of the system, did not have the confidence in using the system and that further training/support was required.

5.5.2 *Short Term Absence*

A number of views indicated the difficulties managers find in dealing with short term absence. This has a major impact on teams in terms of covering workloads and demands on other staff. Managers and staff both raised concerns that short term ill health absence was potentially masking problems of more serious absence or capability due to demands of job roles in certain circumstances.

The 'Return to Work' process was highlighted as not being supportive or relevant for short term absence and was viewed as being more of a process than a valuable tool.

Through discussion with the Council's Infection Control Lead, the short term sickness absence rates also indicate the need to revisit infection control and hygiene strategies across the Council to reduce bacterial and viral related illnesses.

5.5.3 *Long Term Absence*

Feedback was given on the effectiveness of Occupational Health Reports to support managers with managing long term absence. There was a view that the reports could be an opportunity for Occupational Health to recommend more creative return to work approaches, as well as the routine phased return to work approach; it was felt that these could better link in with wider health and wellbeing interventions available. Managers said that they would also benefit from support to improve the quality of the referrals they make.

Mental health awareness support/training was highlighted as being beneficial for dealing with relevant cases and there was a view that guidance could incorporate a

greater emphasis on employees committing to engaging in positive steps to support their own return.

5.5.4 *Interventions already in progress*

As part of the overall Health & Wellbeing Strategy and action plan to improve attendance, work is already underway to address some of the issues identified in the above findings

For example, a programme of modernised and practical 'Absence Workshops' are currently being delivered to provide managers with guidance on: how to access local absence data for their team or individuals via the I-Trent system; practical tips on attendance management and how to improve mental wellbeing support. These sessions are very practical in nature and are aimed at enabling managers to approach/prevent difficult or complex absence cases at an early stage.

HR Business Partners are also working closely with Health HR colleagues to identify joint opportunities to deliver support around mental health and building resilience across services.

In response to the findings, there are a number of recommendations set out below:

RECOMMENDATIONS:

- 1. Continue to drive the importance of managing staff absence at strategic and senior management meetings**
- 2. Promote opportunities for Social Care Managers to attend the HR led absence management workshops to receive further support for accessing local data and short term absence management guidance.**
- 3. Review the Attendance Management Policy to support staff further in managing absence e.g.**
 - **Providing a more user friendly and interactive process**
 - **Improved links to other related guidance/policies e.g. agile and flexible working, PDR process, wellbeing opportunities.**
- 4. Review the Return to Work process to ensure it is fit for purpose**
- 5. Review and reintroduce office hygiene and infection control strategies to tackle bacterial and viral illness absence.**
- 6. Review Occupational Health Referral and report process to investigate opportunities to improve the quality of referrals by managers and the subsequent quality of reports required.**
- 7. Further develop Mental Health Awareness Training and other supportive interventions for both managers and staff as part of the Employee Health and Wellbeing Strategy.**

5.6 Recruitment and Retention

5.6.1 *General*

The 'State of the adult social care sector and workforce in England, 2017' report produced by Skills for Care estimates that the staff turnover rate of directly employed staff working in the adult social care sector was 27.8%. The report details this as an indication that employers are struggling to find, recruit and retain suitable people to

the sector. Recent Department for Education Research through the 'Children's Services Omnibus Survey' also identifies an inability to recruit and retain high quality social workers as being within the top 3 risks facing Children's Social Care.

Workforce analysis has shown a high level of leavers from Trafford Social Care roles. From January to the end of September 2017, 33 HCPC registered workers left the Council (average of 3.5 per month).

5.6.2 Recruitment

The recruitment process was highlighted as being a factor that was impacting on the timeline for filling roles as this takes significantly longer than the length of staff notice periods, which are typically 1-2 months, resulting in pressures on remaining colleagues and agency spend as well as causing inconsistencies for service users as we wait for roles to be filled.

5.6.3 Interventions already in progress

A tracking system has already been put in place so that HR and CFW managers can track the live progress of all recruitment activity. In addition, extra support has been put in place to ensure that managers are using recruitment documentation of the highest quality which will speed up the approval and advertising process.

In addition to this, there are a number of other recommendations set out below:

RECOMMENDATIONS:

- 8. Review the recruitment process to identify further efficiencies or resources required to speed up the process.**
- 9. Improve the recruitment tracking systems already in place**
- 10. Explore creative opportunities to provide a 'pool' of social workers to meet vacancy demands.**

5.6.4 Retention

Issues of retention generated a range of views and discussion from the employees involved in the review. Some of the feedback related to the impact of vacancies as well as links to work demands and workforce support.

In addition, comparative salaries and the financial attraction of agency work were mentioned as potentially drawing the workforce away from Trafford. Trafford has many employee benefits, however, there was an indication in the feedback that in certain cases, these benefits could not be offered to social care staff e.g. flexible working, compressed hours, unpaid leave, TOIL, due to business needs. The withdrawal of the essential car allowance was also highlighted as having an impact on the overall salary package attraction.

Enhancing opportunities for staff to move between services/teams and secondment opportunities was a strong theme during discussions. This was seen to provide improved enthusiasm, experience and morale as well as providing a change of work environment for very demanding roles. Continued investment in 'home grown' opportunities was also seen as vital in valuing staff in their development.

Staff also raised the importance of simple recognition of good work so that they feel valued in very demanding roles.

Exit interviews provide vital information to indicate the reasons for employees leaving the authority. However, in undertaking this review, it was apparent that staff do not always complete the exit interview form, therefore there was a lack of data to analyse.

Taking into account the feedback received, the following recommendations are proposed:

RECOMMENDATIONS:

- 11. Review the Trafford 'benefits package' to enhance opportunities for all staff to take advantage of the benefits and promote all existing methods of staff recognition.**
- 12. Benchmark the Social Worker remuneration package in relation to our GM neighbours to determine any material differences.**
- 13. Explore opportunities for workforce diversification and movement of employees between services to provide enhanced job role variety and experience and encourage retention.**
- 14. Promote and evaluate workforce exit data to identify appropriate strategies to improve workforce retention.**

5.7 Workforce Demands and Workforce Support

5.7.1 *General*

Increased demands on the health and social care system are well recognised and impact on the volume and complexities of cases which in turn can impact on the workforce in terms of longer working hours and workplace stress.

As a result, it is recognised that effective case allocation can assist in reducing the impact on individuals by ensuring a fair distribution of work across the workforce. Employee feedback on how cases were allocated was mixed and ranged from cases being 'self-allocated', being allocated fairly through to allocations being too focused on numbers and not the complexities or demands of each case.

As part of the review, it was noted that case allocation is under review and in light of this the following recommendation is made:

RECOMMENDATION:

- 15. Caseloads should continue to be reviewed to enable a fair allocation across teams based on the demands and complexities of those cases.**

5.7.2 *Public Sector Reform and Trafford's Vision for 2031*

Trafford has an ambitious programme of reform to respond to increasing health and social care pressures and our Vision for 2031 includes the borough wide intervention of '*Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other*'.

Significant work has been undertaken in line with Trafford's Locality Plan for health and social care services to integrate with the aim of improving the quality, range and access to services for Trafford's population. Work has included:

- Integrated Health and Social Care Neighbourhood Delivery model
- One Trafford Multi –Agency Response and development of the role of the Trafford Co-ordination Centre (TCC)
- Stronger Families Programme working with more complex and vulnerable people
- Changing frontline practice including the pilot of the ‘3 conversations’ model to rethink social care delivery in Adults Social Care.

Early feedback from staff involved in the 3 conversations model is positive and staff describe it as providing social workers with more autonomy, discretion and control over caseloads and work demands .It has also significantly improved outcomes and experiences for residents.

Such transformation will have an impact on the wellbeing of the workforce as staff respond to change in how services are being delivered whilst still managing the ongoing demands. It is therefore important to have a robust workforce development work stream in place to support staff throughout the transformation.

The recommendation from this feedback is therefore:

RECOMMENDATIONS:

16. A robust workforce development work stream is established to support staff throughout health and social care sustainability programme

5.7.3 Job Roles

Given the changing landscape of social care, employees expressed views about changing job roles and responsibilities, in particular expectations in terms of additional management and supervisory responsibilities, which they see as potentially impacting on the management of caseloads. There is currently a piece of work underway to address this point and HR professionals are working with social care managers to review job roles and team functions/structures, clarifying roles and identifying any gaps so that there is effective service delivery. The process will include staff focus groups to obtain views on job roles.

RECOMMENDATION:

17. To encourage Social Care staff to engage in the planned focus groups and input into the job role and functions review

5.7.4 Supervision

The supervision process provides an important opportunity for staff to discuss cases with managers, implement reflective practice, seek support and feel valued in the work being undertaken. A review of the supervision policy has been undertaken and the adults’ model now mirrors the children’s model. Training has been provided to support managers as supervisors in undertaking supervision; training has also been provided for social care staff as supervisees to ensure that they get the most out of these sessions. Further team coaching/mentoring sessions are also planned to assess the effectiveness of the training.

All feedback from employees confirmed the value of supervision within the All Age Model, when delivered effectively and regularly. There were many examples of staff feeling that the supervision was implemented well. Informal support was also evident through peer discussions, team meetings and the 'open door' approach of many managers.

Some inconsistencies in delivering supervision were noted, however; this was usually reported as being linked to work demands and changes in team management. There was also some feedback that indicated that supervision sometimes felt process-driven and staff would like more emphasis on time for reflection and support for personal wellbeing.

RECOMMENDATION:

18. Supervisors are reminded of the importance of supervision, in particular capturing personal wellbeing support and opportunities that allow for reflection

5.7.5 Performance Development Review (PDR)

The PDR process is intended to be supportive and developmental to ensure that staff have the skills and support they need to carry out their role effectively.

Some staff expressed a view that the process did not meet their needs and needed to be more effective, in particular around health and wellbeing. The HR Service is currently reviewing the process and to date four staff focus group sessions have taken place to obtain feedback and ideas on how it can be improved. An evaluation of the feedback and review of the policy will then be progressed.

RECOMMENDATION:

19. The analysis of the PDR feedback and subsequent changes to the PDR process should incorporate wellbeing opportunities.

5.7.6 Employee Induction and Training

The induction process is vital in helping new employees to settle in, feel part of the team and to become effective in their new role as quickly as possible.

Some views from employees highlighted examples where the induction process had not been robust and had not provided sufficient support for new members of staff.

Some comments included:

- Lack of an initial introduction and learning of the required IT systems to complete the role and no initial access to online training
- No introduction to key organisational contacts resulting in the new employee feeling isolated and unsupported
- A case load was acquired within a short time of being at the authority resulting in immediate work demands

RECOMMENDATION:

20. A review of the induction process should be undertaken, in particular for Social Care staff to ensure that the necessary support is in place for new starters

5.7.7 Agile Working

The ongoing roll out of agile working technology has been welcomed by social care employees to give them the ability to work flexibly where the service allows.

Feedback from employees highlighted that the ability to undertake work away from the desk (including within the office building) on occasion provides benefits including reducing unnecessary travel, improves work efficiency allowing certain focused work to be completed away from distraction and improves work/life balance.

However, some feedback highlighted that the support to allow employees to work flexibly is sometimes inconsistently implemented/communicated.

RECOMMENDATION:

21. Service Managers to establish a consistent approach to agile working, providing staff with the opportunities for agile working where service delivery allows.

5.8 Wellbeing Opportunities

5.8.1 The Employee Health & Wellbeing Strategy has continued to provide a varied range of interventions to support staff wellbeing under the 4 key themes of healthy lifestyle, mental wellbeing, safe and healthy workplace and workforce engagement. A Health and Wellbeing Core Strategy Group oversees the delivery and direction of the strategy and the work of the group includes:

- 'Wellbeing Champions' from the workforce who help engage with peers and encourage staff to take ownership of their own wellbeing - there are however currently no Wellbeing Champions from social care services.
- A range of healthy lifestyle initiatives to provide to provide opportunities to take part in a wide range of activities including sociable groups, active travel and exercise such as walking groups, cycling and fitness classes
- Developing improved mental wellbeing support for managers and staff including the delivery of mindfulness sessions

5.8.2 The review identified that staff welcomed the initiatives that had been made available to them and that the profile and communication of wellbeing interventions had improved. A number of views raised related to the ability of staff to take advantage of some of the wellbeing interventions being offered. This was either due to the location or time of the events which precluded staff from being able to attend.

Other views related to improvements in office environments and facilities that would enhance wellbeing for staff e.g. break out areas, improved cycling and changing facilities etc.

RECOMMENDATIONS:

22. The Wellbeing Strategy will ensure the continued provision and communication of a wide range of interventions at different Council locations and at different times.

23. Wellbeing Champions from Social Care Services will be encouraged to assist in the delivery of and promote effective wellbeing interventions for colleagues

24. Where possible, the Health and Wellbeing Strategy will evidence and

support the business case for improved building facilities that may provide improved wellbeing outcomes for employees through links with Building User Groups, Facilities Management and Corporate Landlord forums.

5.9 Next steps

- 5.9.1 This comprehensive review has highlighted a number of key themes and recommendations for improving the wellbeing of staff in the area of social care.
- 5.9.2 Findings and recommendations have been shared with the Corporate Director for CFW and these will now form the basis of an action plan to progress the existing or new work streams identified as part of the review.

6.0 CONCLUSION

- 6.1 As set out in this report, whilst there have been and continue to be a number of challenges relating to the health and wellbeing of our workforce, we are making significant progress in terms of identifying the issues and developing robust strategies and action plans that will bring about improvements.
- 6.2 The action plan in relation to CFW will specifically be monitored and measured at a local level by the CFW leadership team and high level, organisational outcomes will be monitored and measured by the Corporate Leadership Team with regular workforce updates also being presented to the Employment Committee. This will ensure that sickness absence levels and the health and wellbeing of our workforce continue to take high priority.

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Trafford Council Employee Health and Wellbeing Strategy

August 2016

Introduction

Trafford Council recognises the importance of supporting and promoting the health and wellbeing of its employees. The current pressures on public finances from the economic downturn make it vital that we use all our resources as effectively as possible, which means investing in the health and wellbeing of our workforce. This is also of paramount importance at a time of significant organisational change.

There is strong evidence to show that work is generally good for people's physical and mental health and wellbeing. Healthy and well-motivated employees can have an equally positive impact on the productivity and effectiveness of services.

Generally a healthy workplace and a healthy workforce will assist to:

- Reduce levels of ill health and injuries within an organisation
- Reduce the incidence of absence levels and the duration of absence through bringing workers back to work more quickly
- Improve levels of work satisfaction and employee morale
- Improve staff retention and lower employee turnover
- Improve the effective and efficient delivery of services and a workforce that is more resilient and positively responsive to organisational change and development

1. What is health and wellbeing?

“Health and Wellbeing is about being emotionally healthy as well as physically healthy. It’s feeling able to cope with normal stresses, and living a fulfilled life. It can be affected by things like worries about money, work, your home, the people around you and the environment you live in. Your wellbeing is also affected by whether or not you feel in control of your life, feeling involved with people and communities and feelings of anxiety and isolation.”

Source: National Institute for Health and Clinical Excellence (NICE) 10

The Office for National Statistics has created an interactive narrative in the link below. This gives an overview of the many interlinking components that have an influence on the population’s wellbeing with associated national statistical information. It also assists in informing a strategy for tackling health and wellbeing issues within Trafford Council.

<http://www.neighbourhood.statistics.gov.uk/HTMLDocs/dvc146/wrapper.html>

2. National and local strategic context

The Health and Wellbeing Strategy has been developed in cognisance of national and local advice and guidance.

The significant role of a healthy workplace in relation to the positive impact it can have in the health and wellbeing agenda was highlighted in the following publications:

Dame Carol Black's review 'Working for a Healthier Tomorrow' 2008 and the subsequent government response, highlighted the key role of the workplace in:

- Prevention of illness and early intervention for those who suffer ill health
- Promotion of health and well-being at work
- Improving work and workplaces
- Supporting people to work

In 2008 the New Economics Foundation (NEF) was commissioned in 2008 as part of a Government Mental Capital and Wellbeing Project to develop evidence-based actions to improve personal well-being. The report 'Five Ways to Wellbeing' details five actions that are important for individuals to build into their day-to-day lives:

- Connect (With the people around you)
- Be active
- Take notice (Being self-aware and reflecting on surroundings, feelings etc.)
- Keep learning
- Give (To others)

In June 2015 (updated March 2016), the National Institute for Health Care and Excellence (NICE) published the guidelines 'Workplace Health: management practices (NG13)' Based on extensive evidence, the guidelines focus on how employers can improve the health and wellbeing of employees. Key aspects of the guidelines which could form a strong basis for this strategy including:

- Organisational commitment
- Mental wellbeing and the physical environment
- The role of senior leadership, line managers and leadership styles

The Health and Safety Executive (HSE) has recently published its 2016 Strategy Document 'Helping Great Britain work well - A new health and safety system strategy' consisting of 6 key themes. Two themes of particular relevance within the workplace health and wellbeing agenda are:

- Tackling ill health – focusing on the preventability of work related ill health
- Managing risk well – sensible and proportionate risk management to provide positive outcomes including reduced sickness absence, lower costs and a good reputation.

Our recently published Public Health Annual Report 2015 has also provided a useful overview of the health position within Trafford, key areas of focus and work being undertaken to improve the health of the population.

3. Our approach to development of an employee health and wellbeing strategy

We are committed to being an exemplary employer that recognises the importance of staff health and wellbeing for organisational effectiveness and we already undertake a wide variety of related activities and initiatives to support staff. By adopting this strategy, we aim to provide a more cohesive approach to embedding a culture that supports and improves the health and wellbeing of our employees and maximising the associated benefits that have been outlined previously in paragraph 2.

We are focused on ensuring effective staff engagement takes place throughout the organisation and have developed an approach to ensure that our corporate priorities are met and services are successfully transformed through our Reshaping Trafford transformation programme. Delivering the health and wellbeing strategy is intrinsically linked with & supports the achievement of the staff engagement agenda, in providing a safe and healthy workplace, offering early intervention support services, promoting health and wellbeing initiatives and supporting staff through organisational change.

The pace and scale of change within our organisation is extremely fast and significant. Staff are working even harder to deliver services with ever more reduced resources and accordingly the health and wellbeing strategy can support them in this demanding work environment. Linked closely with the wellbeing agenda, initiatives such as 'Working Smarter' have been revisited as part of this strategy to encourage our staff to have more work-life balance by removing unnecessary layers of bureaucracy. Managers are required to role-model positive behaviours through activities such as improved email etiquette - minimising email over weekends, only copying in essential recipients and 'email light days' – and encouraging staff to talk to each other face to face.

4. Strategic aims and objectives

The overarching aim of the strategy is to provide an integrated and cohesive culture that fully supports and improves the health and wellbeing of our employees.

Our health and wellbeing objectives have been developed to achieve the following:-

- Provide a safe and healthy workplace for our employees;
- Improve the physical and mental wellbeing of our workforce;
- Reduce the frequency and duration of staff absence through ill health or injury;

- Support employees with health conditions with early and comprehensive interventions to maintain access to or remain in work;
- Provide staff with rewarding jobs that add value;
- Improve staff satisfaction and morale;
- Support staff specifically through periods of change and uncertainty at work;
- Improve staff understanding of the importance of taking steps to improve their own health;
- Encourage and support our employees to develop and maintain healthy lifestyles

The strategy should provide the foundation for Trafford Council to lead as an exemplar both in supporting our own workforce but also in clearly addressing key health and wellbeing matters that affect the Trafford community as a whole. Many of the workforce also reside in the borough of Trafford. Understanding and being supported to develop healthy lifestyles will help staff promote these to others, whether in their role as service providers or as residents.

As such, the health issues highlighted in Public Health Annual Report and proposed work streams to be delivered through Trafford’s Health and Wellbeing Partnership Board Strategy are mirrored within the strategy. These issues include:

- Increasing healthy life expectancy
- Reducing physical inactivity
- Addressing smoking and alcohol misuse
- Reducing the impact of poor mental health
- Good quality jobs

5. Key themes

To deliver the aims and objectives of the strategy, four key themes have been established that will provide the framework for a series of ongoing and new interventions to improve the health and wellbeing of staff. These link closely with health and wellbeing guidelines, themes and work streams identified nationally and locally.

Theme	Description
Healthy Lifestyle	Supporting staff to choose and maintain positive lifestyle and health choices
Mental Wellbeing	Prevention, early intervention and support for staff to improve their mental wellbeing to keep them productive in work or bring them back to work as soon as possible
Safe and Healthy Workplace	Providing a workplace where risks are sensibly and effectively managed, staff welfare is ensured and staff have the competence to complete their role safely
Workforce Engagement	Supporting a robust communication and engagement programme with staff

Further detail of existing and potential interventions under each key theme is detailed in the document appendix.

Linking closely with these key themes are the evidence based actions for individuals identified in the 'Five Ways to Wellbeing' report detailed previously. These can be incorporated as part of the intervention programme and will provide the foundation for effective communication of the strategy to employees as part of workforce engagement.

6. Delivery of the strategy

A Health and Wellbeing Core Strategy Group will be established consisting of key partners including UNISON to implement the strategy. It is not possible to deliver the strategy in isolation and positive and constructive partnerships are paramount to secure commitments to drive the strategy forward. Engaging with our trade unions also forms a vital part of delivery of the strategy.

A considerable focus for the strategy will be mental wellbeing. Currently, a significant piece of collaborative work is being developed with Unison to develop mental wellbeing support for managers and staff including:

- Review and explore the range of mental health support services available to the workforce, including collaborative opportunities across Greater Manchester, and ensuring the support is accessed and fully utilised;
- Development of staff awareness and improved signposting to available services;
- Development of mental health awareness training for managers to respond effectively and support the health needs of staff.

The group will establish a detailed action plan with clear prioritised interventions and outcomes based on the 4 themes detailed previously. Many interventions will also cross-cut the four themes in delivering the strategy. Each deliverable outcome will have assigned lead responsibilities and timeframes for delivery.

As a recently published and updated document, the NICE guidelines 'Workplace Health: management practices (NG13)' previously detailed, will assist in providing a structure for delivering the strategy.

The action plan will be a regularly reviewed and be a dynamic document that will evolve as the strategy is implemented. The progress of the strategy and action plan will be reported through the relevant forum such as the Employment Committee on an appropriate frequency to be determined.

Support will only be effective if individuals are willing to take ownership for improving their own wellbeing. To facilitate this, the strategy will deliver a range of interventions for staff to provide a safe, secure and positive working environment.

In return, we expect staff to take responsibility for improving their own health and wellbeing, taking advantage of opportunities and actively seeking support where appropriate.

7. Evaluation of the strategy

Effective evaluation of the strategy will be established through the collation of key health and wellbeing data which includes:

- Sickness absence data including the cause and rates of absence
- Relevant injury and accident data
- Overview of occupational health referral data
- Staff survey information

The data will form the basis for performance indicators to measure the success of the strategy. This will be combined with narrative reports providing updates on health and wellbeing interventions, schemes, initiatives etc. that have either been established or developed to improve the wellbeing of the workforce in line with the aims and objectives of the strategy.

8. Communication

Communicating the outputs and benefits of the strategy to staff is a vital part of the 'Workforce Consultation and Engagement' theme. It is important that effective communication enables staff to feel involved in the delivery and development of the strategy. A variety of methods will be used and developed including initiative branding, launch events, an improved intranet site and regular updates through the Council communication channels.

Staff views will also be obtained to gain further information on improvements and changes that can be made to add value to the strategy.

9. Conclusion

This strategy document details a framework for Trafford Council to provide a workplace environment that fully supports the health and wellbeing of Trafford employees and emphasises the positive impact the workplace can have on individual wellbeing.

The strategy requires the commitment of Senior Management, Elected Members, managers, trade unions and staff to effectively implement and embed it within the organisation. To do so would show Trafford Council as an exemplar employer in making it's employees a more positive, healthy, happy and productive workforce.

Appendix

Current and potential interventions under the four key themes:

Healthy Lifestyle Supporting staff to choose and maintain positive lifestyle and health choices	
Intervention	Delivery
Alignment to public health national priorities	Promoting national health initiatives and campaigns <i>e.g. Active Challenge, Stoptober, Dry January, National cycle to work day</i>
Access to health and fitness programmes and services	Incentivising access to health and fitness opportunities <i>e.g. Discounted gym membership and fitness sessions, health and fitness classes arranged at Council venues</i>
Supporting staff in active travel	Supporting staff with the facilities and incentives to actively travel to, from and during work <i>e.g. cycle to work schemes, cycle pool, changing facilities, 'walk a marathon' activities</i>
Active challenges	Encourage and promote the participation in staff active challenges for health and fitness improvement and social opportunities <i>e.g. Corporate entry to mass participation events, football, rounders, sports day, tug of war, 'walk a marathon' activities</i>
Access to health and nutrition assessments and advice	Providing staff with advice and assessments to make informed health choices <i>e.g. Provision and signposting to health matters information, Health and Wellbeing events including a variety of health checks, advice on exercise, smoking cessation, alcohol, holistic therapies etc.</i>
Ill health prevention	Provision of staff services to prevent or minimise the impact of ill health <i>e.g. annual staff flu jabs for staff via Lloyds pharmacy, Connect Physio service</i>

Mental Wellbeing Prevention, early intervention and support for staff with mental health conditions to keep them in work or bring them back to work as soon as possible	
Intervention	Delivery
Stress and mental wellbeing management	Ensuring the support to staff for managing mental wellbeing <i>e.g. Developing the stress management policy/guidance, review and implementation of the occupational health provider Health Management Ltd for early intervention support and guidance for managers and staff with counselling services through Health Assured, access to a local mental health support services, awareness and potential further training for managers, collaborative opportunities across GM for enhancing community mental health support</i>
Organisational change management	Effective management of the impact of change on staff <i>e.g. Communication strategies and consultation in line with staff engagement agenda, occupational health and stress support, re-introduction of work-life balance initiatives e.g. 'working smarter'</i>
Reward and recognition – Employer of choice	Rewarding employees for their positive contribution to Trafford <i>e.g. Employee recognition awards, long service awards, celebrating success salary sacrifice schemes, access to health and fitness events, Trafford Rewards</i>
Charity work	Supporting altruistic behaviour for positive staff wellbeing <i>e.g. Comprehensive fundraising programme including dress down days, quizzes, cake sales, charity sporting events</i>

Safe and Healthy Workplace	
Providing a workplace where risks are sensibly and effectively managed, staff welfare is ensured and staff have the competence to complete their role safely	
Intervention	Delivery
Robust and embedded health & safety and HR policies and guidance	Established policies and guidance to support the health, safety and wellbeing of staff and resolution of employment issues <i>e.g. regular review and development of policies and guidance that support wellbeing, development of a Council health, safety and wellbeing policy, developing stress management guidance</i>
Occupational health services	Delivering early intervention support to minimise and manage the impact of ill health <i>e.g. Developing and improving the new collaborative Health Management Ltd Occupational Health Contract, delivery of the Health Assured Counselling Services</i>
A proactive and reactive health and safety advisory service providing support throughout the organisation	Support to managers and staff with advice on risk management and in response to incidents and ill health <i>e.g. Robust advisory and investigative service, increased focus on issues of greatest risk or higher rates of ill health injury or absence</i>
Active staff and union consultation processes	Effective consultation and communication of health and wellbeing issues <i>e.g. Joint Consultative Committee Processes in place, reporting of wider health and wellbeing issues</i>
Integrated and supportive induction and learning and development process.	Providing the foundation and development for competent staff <i>e.g. Induction and learning and development opportunities available through the established workforce development programmes, further integration of Health and Wellbeing support</i>

Workforce Consultation and Engagement	
Supporting a robust communication and engagement programme with staff	
Intervention	Delivery
Staff consultation	Obtaining staff base line information to inform the delivery of the strategy <i>e.g. Staff survey on health and wellbeing knowledge, perceptions, expectations and needs</i>
Communication	The effective communication of health and wellbeing key messages <i>e.g. development of Health and Wellbeing branding, staff intranet site, improved signposting and integration with HR, Health and Safety and Occupational health websites</i>
Staff engagement	Effective integration of health and wellbeing with the staff engagement agenda <i>e.g. Health and Wellbeing forms an integral part of staff engagement processes including induction, PDR's, 1 to 1's, sickness absence management and JCC's</i>
Management buy-in	Securing the support of managers for health and wellbeing. <i>e.g. selling the benefits of reducing sickness/absenteeism, a happier healthier workforce and increased productivity, development of briefings and training.</i>

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APPENDIX 2

NHS Trafford CCG’s Healthy Workplace recognition scheme

Trafford Council – Examples of Interventions delivered under our Employee Health and Wellbeing Strategy

Categories	Examples of how you support staff/volunteers
Mental health and well-being	<p>A range of mental health and wellbeing interventions are delivered through Trafford’s Employee Health and Wellbeing Strategy and include the following examples:</p> <ul style="list-style-type: none"> • Health and Wellbeing fun days are delivered both corporately and in schools in conjunction with partners to showcase the variety of support available for employees and encourage further engagement with the workforce. By taking time out of the working day and socialising with a wider group of staff members, this also has a positive impact on staff’s mental wellbeing. The events include: <ul style="list-style-type: none"> - Mindfulness sessions - Free relaxation treatments such as head massages - Personal health checks (including blood pressure, weight) - Health and Safety support and guidance - Dementia Friends Training - Active travel advice and free cycle servicing - Exercise and sports challenges including a team tug of war • Wellbeing Wednesdays & Feel Good Fridays provided weekly ongoing wellbeing opportunities such as: <ul style="list-style-type: none"> - Mindfulness sessions for Social Care staff, which was then rolled out to all staff. There are many benefits to mindfulness including lowering heart-rate and blood pressure, calming of the nervous system, enhancement of sleep, and lowered incidence of absence through illness. The feedback from staff regarding this course was very positive. - French and German language taster sessions during lunchtimes to learn new skills. - ‘Discover Guide Dogs’ events where staff could ‘de-stress’ by meeting these special

companions and donate to a worthy cause.

- Ice cream van arranged at 3 locations during the warm weather in July allowing staff to cool down and reinvigorate them for the afternoon
- Trafford Council Carers support group set up to provide a space for staff to speak, listen and be listened to. It offers a safe and confidential space to meet other people who also have similar caring experiences and provide support to improve mental wellbeing.
- 'Tea and talk' sessions invited staff to meet for a cup of tea, biscuit and a chat, and take a break from their working day and meet other people. This also coincided with Mental Health Awareness Week.
- Opportunities to support charities through events including dress down Fridays to support various charities including Alzheimer's and The Christie and a Trafford Council 'Bake Off'

- Staff survey has been undertaken on health and wellbeing knowledge, perceptions, expectations and needs. This has assisted us to engage with our staff, who have provided constructive feedback on initiatives and contribute to the shaping of the wellbeing strategy.
- Staff wellbeing champions have been put in place from across Directorates to promote our health and wellbeing initiatives in the workplace and to act as points of contact for feedback and ideas. Offers peer led support for any issues or queries around health and wellbeing and champion all our initiatives.
- Staff Recognition schemes are in place allowing staff to feel valued and appreciated including:
 - Celebrating Success: Staff are recognised for specific examples of outstanding work contribution and rewarded with retail vouchers
 - Employee Recognition Awards: An annual glamorous award ceremony recognising nominated individuals and teams who have made an outstanding contribution to Trafford

	<ul style="list-style-type: none"> - Long Service Awards: Recognition for staff who have provided long term dedicated service to Trafford. • Financial Support Seminars including retirement and pension advice. • Developing improved mental wellbeing support for managers and staff to assist in recognising where support is required and ensuring early intervention measures are in place. This includes mindfulness training, mental health awareness support, resilience training and a dedicated counselling service.
Physical activity	<p>The 'Healthy Lifestyle' theme of the Trafford Employee Health and Wellbeing Strategy provides many opportunities to encourage physical activity with staff. Examples include:</p> <ul style="list-style-type: none"> • 'Walking for Health' lunchtime walking programme in conjunction with Transport for Greater Manchester. 12 week programme with a walking guide and encouraging staff to lead the walks themselves. The local walks encouraged staff to get up and out and away from their desks for half an hour. • 'Pedometer challenge' providing staff with pedometers and challenging them to reach a target of 26 miles (55000 steps). Those that completed the challenge received a certificate and free leisure centre pass. • Value for money fitness classes for staff including: <ul style="list-style-type: none"> - Pilates - Yoga - Zumba - Bootcamp - HIIT classes • Sports tournaments including football, netball and tug of war with Council teams and partners.

	<ul style="list-style-type: none"> • Dog walking group at Sale Waterpark encouraged socialising, physical activity and promoted the use of the location as a leisure facility. • Cycle to work offer – Value for Money/Discount Scheme to encourage commuter cycling • Dr Bike – free cycle servicing provided for staff through TfGM at Council premises. • Staff running Club once a week at lunch – staff train together in preparation for a 5km run to encourage an increase in physical activity. • Promotion of National/Local Health initiatives: <ul style="list-style-type: none"> - European Cycle Challenge 2017 - National Cycle to work day - Greater Manchester Walking festival – staff walked from Trafford Town Hall to HOME in Manchester for the launch • Discounted Membership at Trafford Leisure, and competitions to win 6-months free membership to encourage an active lifestyle • Poster campaign promoting the use of the stairs around council buildings
Healthy eating	<p>Healthy Eating is encouraged through opportunities including:</p> <ul style="list-style-type: none"> • Trafford restaurant offering a menu with improved healthier options with weekly menus promoted to all staff each week through our Intranet notice board – 6 boxes. • Nutrition advice provided at Health and Wellbeing fun days, as well as healthy fruit smoothies available.
Attendance management	<p>Dedicated work focussing on improving attendance management and reducing sickness absence has included:</p>

- Monthly absence data – Improving the management of absence data to improve the information obtained and enable better evaluation of the reasons and areas of absence. This assists in informing strategies to better target absence and attendance management e.g. top reasons and areas for absence
- Improved sharing of information with Service Managers for health reviews, OH referrals to ensure improved absence management and early intervention. Detailed narratives have also been used to measure problematic areas of absence and highlight managers needing further support.
- Regular support meetings / discussions with Service Managers where higher levels of absence are evident
- Regular improved monitoring of both short term and long term sickness.
- Full support for Service managers in overseeing complex cases.
- Training Workshops for managers in development to link with attendance management, absence strategy and improved mental wellbeing support for managers and staff.
- The Council's Occupational Health Service provides dedicated early intervention support for ill health and absence management. This includes face to face case management for referrals, occupational health reports with key medical advice and recommendations and a counselling support service
- A monthly 'dashboard' has been developed to provide managers and staff with key workforce updates including sickness absence, occupational health referrals and workforce engagement activities

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Workforce Update

October 2017



Five Ways
to Wellbeing



RESOURCING



Staff Turnover

Directorate	Headcount	Projection 2017/18	Actual 2016/2017	Trend
T&R	1171	13.52%	11.97%	↑
CFW	1063	15.90%	10.37%	↑
EGEI	124	16.66%	11.97%	↑
Total	2358	14.75%	10.68%	↑

Role with most leavers was Support Worker, CFW

Vacancies Approved

Directorate	In Month	Previous Month	Trend
T&R	14	11	↑
CFW	24	22	↑
EGEI	1	2	↓
Total	39	35	↑

Internal Resourcing

Directorate	Acting-ups	Honoraria
T&R	12	14
CFW	5	10
EGEI	1	4
Total	18	28

Agency Spend

Directorate	In Month	Previous Month	Trend
T&R	£28,858	£40,343	↓
CFW	£110,094	£162,920	↓
EGEI	£13,122	£18,673	↓
Total	£152,075	£221,937	↓

Highlights:

- Projected staff turnover has remained at a very similar rate as for last month, which is a higher level than the turnover for 2016/17, however it remains lower than the national average turnover rate of 15%.
- As the turn-over of social workers has been high, an exercise was undertaken to explore the reasons for leaving. From January to the end of September 2017, 33 staff with HCPC left the Council, so an average of 3.5 per month. The exit questionnaires for Social Workers were reviewed, however, completion rates were low with only 5 leavers having completed one. Of those completed, 4 individuals gave a positive response to most questions. The exit assessment process provides us with important intelligence and we will now consider how we can improve the data capture process and thus improve intelligence.
- There has been a small increase in the numbers of vacancies approved within CFW and T&R which will ease some pressure in filling posts.
- The level of acting-up and honoraria payments are largely the same as last month and so are continuations from the previous month. These are good development opportunities.
- Agency spend has decreased significantly this month by circa £70k since the previous month, with the largest decrease in CFW. This is attributable to an increasing number of posts being filled, following recruitment exercises.

WELLBEING



Five Ways to Wellbeing

Sickness Absence

Directorate	In Month	Previous month	Trend
T&R	9.39	9.27	↑
CFW	11.77	11.65	↑
EGEI	5.58	5.89	↓
Total	10.26	10.18	↑

Target remains at 8.5 days

Workforce Engagement

- Annual Employee Recognition Awards ceremony held at LCCC
- First of four 'Managing Absence Workshops' held for managers
- Four PDR workshops held at TTH and Sale Waterside to gain staff views on the process and help inform future development
- Team sharing lunch for World Mental Health Day to get staff to leave their desk and take time to talk and listen to colleagues
- Weekly charity dress down days through October with support for Cerebral Palsy, Alder Hey and the Alex Hulme Foundation
- Second Trafford Carers Group held to provide a local support network for Trafford staff who are carers.
- Two Council teams involved in a football tournament with Trafford Leisure

Employee Relations

Directorate	Suspensions	Disciplinary	Grievance	Dignity at Work	Capability
T&R	1	3	1	4	2
CFW	1	4	3	1	2
EGEI	0	0	0	0	0
Total	2	7	4	5	4

OH Referrals

Directorate	In Month	YTD
T&R	4	46
CFW	5	44
EGEI	0	3
Total	9	93

Accidents

Directorate	In Month	YTD
T&R	2	15
CFW	4	26
EGEI	0	1
Schools	5	18
Total	11	60

In 2016/17: total accidents = 143 with YTD = 80 ↓

Highlights:

- A hugely successful Employee Recognition Awards ceremony was held in October; this recognised nominated individuals and teams who have made an outstanding contribution to Trafford.
- The first refreshed 'Managing Absence Workshop' was held to support managers with practical guidance on managing absence and attendance. The session included wellbeing and mental health support and received positive feedback. Three more are scheduled for this year with further workshops planned for early 2018.
- The focused review of wellbeing issues within CFW Health and Social Care Services has continued. Feedback from Strategic Leads and Service Managers has been captured and four staff forums have been programmed at TTH and Sale Waterside to gain the views from front line staff. A final report to CLT is anticipated for the end of November.
- Accident levels remain low with a much lower level than at this time last year.
- Sickness absence remains at a broadly similar level to the previous month with a projection for 2017/18 of 10.26 FTE days lost per employee. Whilst higher than our target, the average number of days lost across GM authorities for 2016/17 was 10.5 days per employee, so we remain slightly better than average.

TALENT



Learning and Development Take-up (in month)

Directorate	Attended Classroom course	Cancelled or DNA Classroom course	E-learning courses completed
T&R	17	0	256
CFW	64	6	1204
EGEI	3	0	47
Total	84	6	1507

Please note these figures include some CCG staff (under CFW)

New Apprenticeships (since 1 April 2017)

Directorate	Target (by 31st March 2021)	New starts May to September	New starts in month	Conversions May to September	Conversions in month	Total (to date)
T&R	38	4	0	11	3	18
CFW	30	0	0	0	2	2
EGEI	5	0	0	1	0	1
Schools	50	3	0	0	0	3
Total	123	7	0	12	5	24

Ongoing Apprenticeships

Level	No of Apprentices (incl. schools)
2	19
3	15
4	1
5	6
6	1
Total	42

Please note these figures include apprentice starts prior to the target being implemented in April.

Celebrating Success recipients (in month)

Directorate	Number of awards (in month)
T&R	4
CFW	0
EGEI	1
Total	5

Highlights:

- Talent has been developed through delivering and commissioning a range of classroom based learning interventions, including:
 - Time management / minute taking
 - Making the most of supervision (Adults)
 - Physical intervention training
 - Integrated assessment
 - Working at height
 - First aid at work
 - Infection control
 - Special guardianship training
- There are 3 new apprentice appointments in progress.
- 2 current apprentices have successfully completed their apprenticeships in Business Administration (Level 2 and Level 3).
- One of our current apprentices has secured a band 3 role within Legal Services.
- We have our first member of staff enrolled onto a Digital and Technology Solutions degree apprenticeship.
- We have had an increase in interest from staff to do an apprenticeship from Level 3 up to masters level in particular for Leadership and Management, Children & Young People's Workforce, Digital Technology, Paralegal and Associate Project Management.
- HR has attended GM meetings to look at the possibilities of collaborative approaches and flagship programmes for apprenticeships across the Children's and Adults Services workforce.
- We have developed and sent out guidance for schools on how to request an apprenticeship for new and existing staff.
- We are currently reviewing 5 requests from a number of our schools who are interested in upskilling their existing workforce via an apprenticeship e.g. AAT L3, L&M, Business Support and Teaching Assistants.
- Apprenticeships have been promoted this month through:
 - Attendance at Trafford College Apprenticeship Job Fair
 - Schools E-Bulletin and email communication to Head Teachers, School Business Managers and Office Managers