

# Public Document Pack



**TRAFFORD  
COUNCIL**

## **AGENDA PAPERS FOR EMPLOYMENT COMMITTEE**

**Date: Monday, 25 March 2019**

**Time: 5.00 p.m.**

**Place: Meeting Room 6, Trafford Town Hall, Talbot Road, Stretford,  
M32 0TH**

<b>A G E N D A</b>	<b>PART I</b>	<b>Pages</b>
1.	<b>ATTENDANCES</b>  To note attendances, including Officers and any apologies for absence.	
2.	<b>MINUTES</b>  To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 10 December 2018 and 11 March 2019.	To Follow
3.	<b>QUESTIONS FROM THE PUBLIC</b>  A maximum of 15 minutes will be allocated to public questions submitted in writing to Democratic Services (democratic.services@trafford.gov.uk) by 4pm on the working day prior to the meeting. Questions must be within the remit of the Committee or being discussed at the meeting and will be submitted in the order in which they were received.	
4.	<b>UNSOCIAL HOURS ALLOWANCE</b>  To receive a report from the Corporate Director of People.	1 - 6
5.	<b>FOSTERING LEAVE POLICY</b>  To receive a report from the Corporate Director of People.	7 - 14
6.	<b>AGENCY SPEND</b>  To receive a report of the Corporate Director of People.	To Follow

7. **WORKFORCE UPDATE** 15 - 24  
To receive the workforce update from the Corporate Director of People.
8. **QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY** Verbal Report  
To consider a verbal report of the Corporate Director of People.
9. **URGENT BUSINESS (IF ANY)**  
Any other item or items which, by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

**SARA TODD**  
Chief Executive

Membership of the Committee

Councillors J. Bennett (Chair), J. Slater (Vice-Chair), D. Acton, M. Cawdrey, M. Hyman, B. Rigby and G. Whitham.

Further Information

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

Alexander Murray, Democratic and Scrutiny Officer  
Tel: 0161 912 4250  
Email: [alexander.murray@trafford.gov.uk](mailto:alexander.murray@trafford.gov.uk)

This agenda was issued on **Friday, 15 March 2019** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

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## **Employment Committee - Monday, 25 March 2019**

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## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 25<sup>th</sup> March 2019  
**Report for:** Approval  
**Report of:** Sara Saleh, Corporate Director of People

### Report Title

**Unsocial hours allowance changes.**

### Summary

**This paper details proposed changes to allowances for staff in relation to working evenings, weekends, and/or nights and on-call.**

### Recommendations

**To note and approve the suggested changes to the allowance payment structure.**

Contact person for access to background papers and further information:

Name: Kate Sturman  
Extension: 2148

Relationship to Policy Framework/Corporate Priorities	The information provided within the report aligns with the Council's corporate priority of 'Low Council Tax and Value for Money'
Financial	There are likely to be small savings made with a move from sleep-in shifts to on-call which is a lower payment.
Legal Implications:	Compliant with legislation, including equal pay principles.
Equality/Diversity Implications	The change means that we are paying staff within Supported Living more fairly for working unsocial hours.
Sustainability Implications	Not applicable
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable

## 1. Background

- 1.1 As part of the Council's pay strategy we have in place various additional payments called 'allowances' to remunerate staff when they undertake additional commitments outside of Monday to Friday 9am to 5pm working. In 2009/10, the Single Status Agreement harmonized terms and conditions across the former manual workforce and the Council's pay and grading structure was reviewed and jobs were evaluated and placed into a new pay structure at that time. As part of the single status agreement implementation proposals, a range of out of hours allowances were created nearly 10 years ago.
- 1.2 The allowances have remained largely unchanged since their implementation, however from time to time service changes mean that we need to review aspects of them to ensure that we have the flexibility to remunerate staff appropriately and support the needs of the service in today's economic climate.

## 2. Rationale for change

- 2.1 The Health and Social Care Sustainability programme was established to ensure that the Council can continue to deliver appropriate care, now and into the future by identifying potential alternative delivery models, seeking opportunities for increasing income and driving efficiencies across our services. The Supported Living Service, which provides accommodation for people with learning disabilities, was identified as an area of service provision for review where potential changes could be made which would benefit service users and the Council alike.
- 2.2 A concern was highlighted in the review that not all of the buildings and the physical model of provision were fit for purpose because of changing needs of our residents and in some cases there were issues about the location and age of the properties.
- 2.3 Following the review of the Supported Living Service, a programme of re-assessment was undertaken to determine whether the service users required either a different kind of service, such as nursing care, or a different type of property, for example one with level access. As part of the review proposals, buildings were evaluated to consider how individuals' long terms needs could be met.
- 2.4 Further to the review findings and the reduction from 6 to 4 houses, there were also some changes to the staffing complement, rotas and night staffing. As a result of the changes, an issue relating to the payment of unsocial hours allowances came to light and the requirement to consider how best to pay staff working on-call.

## 3. On-call payment

- 3.1 Due to changes in the levels of assessed needs of service users in the 4 remaining houses, staffing arrangements at night required a different approach. Previously the houses had waking night staff with staff also working sleep-in shifts, which could wake and help, when required by the waking night staff. However the model has been changed so that the reliance on sleep-in shifts has reduced and has been replaced by on-call provision. This is the case for 3 of the houses, however 1 house has a lower level of need and so does not require waking night staff, instead they will have sleep-in staff and on-call support.
- 3.2 There are 4 Senior Support Workers and the Service Manager on the on-call rota. Current Council provision means that on-call is paid as a percentage of basic pay, based on the frequency of commitment (varying between 2% and 8%). In most circumstances, staff who work an on-call rota are at the same or a similar grade band so they attract the same additional income from working on-call.
- 3.3 However in the Supported Living Service, the staff are on different grade bands (Service Manager and Senior Support Worker) but work in the same service. For this reason, the service felt strongly that on-call should be paid at a sessional rate, rather than a percentage to ensure fair and equal pay for both Service Manager and Senior Support Workers.
- 3.4 The rate proposed is £25 per on-call shift (8pm to 8am) with payments in line with normal arrangements if actually called out. The staff involved and unions were consulted and agreed that this was a fair approach.

#### **4. Allowances for working evening, weekends and/or nights**

- 4.1 Current arrangements for staff who work evenings, weekends, and/or nights on a rota basis allow for six different levels of payments based on frequency of work outside of standard weekday working. Payments are paid as a percentage of basic pay and vary between 3% and 20% (attached at appendix 1 for information). This is for unsocial hours worked as part of contractual hours.
- 4.2 However when an employee works additional shifts as overtime, they had been attracting the same percentage enhancement as they get for their contracted hours. For example when a night worker who gets a 20% enhancement works an extra day shift they were being paid an additional 20% on top of the basic pay for the shift. Whereas when a day worker who gets 6% enhancement works an extra night shift they were only getting a 6% enhancement which isn't equitable.
- 4.3 It was identified that the allowances payment structure needed more flexibility to allow for such scenarios. It was proposed that when a night worker undertakes an extra day shift they should receive a 6% enhancement (which the current system allows), however when a day shift worker undertakes an

extra night shift 20% would be too much (as it is for regular night working), instead it is proposed that they should get 10% uplift.

- 4.4 The current wording on unsocial hours allowances needs to be amended slightly to accommodate this. It is proposed that the criteria related to the 10% allowance is amended as follows '*More than 20% hours worked ad hoc/flexibly including weekends and evenings and nights.* The unions were consulted and agreed that this was a fair approach
- 4.5 When staff work overtime, the percentage that the shift attracts will be detailed on the claim form which is sent to the HR Shared Service for processing, to ensure employees are paid correctly for this additional work.

## **5. Implementation**

- 5.1 The revised information on remuneration for unsocial hours is detailed at Appendix 1. The changes are in bold underlined so they can clearly be seen. Once approved, this will replace the current information on the HR pages of the intranet.

## **6. Recommendation**

- 6.1 Employment Committee are recommended to support the changes to allowances.



## Unsocial hours allowances

Employees who work unsocial hours in the evenings, nights, weekends and bank holidays receive additional allowances for this work.

Payments are made when claim forms are submitted for the hours worked. Administration of the allowances is complex and further advice is available from the HR Service.

You are likely to be entitled to unsocial hours payments if you:

- work unsocial hours on a rota pattern
- work unsocial hours occasionally
- work 'sleep-ins'
- are on a standby rota and/or work on-call

### Rota pattern - allowances for working evening, weekend and/or nights

If you work unsocial hours on a rota basis then there are six levels of unsocial hours allowance payments. The criteria for each level are detailed in the table below.

Level	Criteria – Rota Pattern	% allowance on basic pay
1	a) 10 % of day shifts worked at weekends/bank holidays <b>OR</b> b) 100% day shifts worked includes an element of evening work (defined as working hours between 8pm and 10 pm)	3%
2	a) 10 % of day shifts worked at weekends/bank holidays AND 100% shifts worked includes an element of evening work (defined as working hours between 8pm and 10 pm) <b>OR</b> b) 20 % of day shifts worked weekends/bank holidays	6%
3	20 % of day shifts worked at weekends/bank holidays AND 100% day shifts worked includes an element of evening work (defined as working hours between 8pm and 10 pm)	9%
4	More than 20% hours worked ad hoc/flexibly including weekends and evenings <b><u>and nights</u></b>	10%

5	a) 50% shifts worked days, 50% shifts worked nights, including weekends and bank holidays <b>OR</b> b) Hours worked 100% at night, excluding weekends <b>OR</b> c) More than 50% of time at worked at weekends	14%
6	a) Hours worked 100% at night, including weekends <b>OR</b> b) Hours worked 100% across evenings, weekends and nights including at least 50% time at night	20%

## Occasional working at evenings or weekends

If you occasionally work unsocial hours but you do not work them on a set rota pattern then:

For jobs up to and including spinal column point 28, overtime will be paid for unsocial hours worked.

OR

For jobs above spinal column point 28 Time Off in Lieu (TOIL) will be given for unsocial hours worked.

## Working 'Sleep-ins'

A standard 'sleep-in' allowance is payable upon receipt of a claim.

## On call/ Standby rota staff

If your job requires you to be on a call out rota or a standby rota then you will receive the following allowances:

- On Call rota of 4 or more nights/weekend days per month: 2% allowance on basic pay.
- On Call rota of 7- 10 nights/weekend days per month: 4% allowance on basic pay.
- On Call rota of 11- 13 nights/weekend days per month: 6% allowance on basic pay.
- On Call rota of 14 or more nights/weekend days per month: 8% allowance on basic pay.

If you are actually called out whilst on call, then you will receive either TOIL or an overtime payment, depending on your particular grade and circumstances.

**In the Supported Living service a sessional payment of £25 will be paid for on-call shifts (8pm to 8am).**

**TRAFFORD COUNCIL**

**Report to:** Employment Committee  
**Date:** 25 March 2019  
**Report for:** Decision  
**Report of:** Sara Saleh, Corporate Director of People

**Report Title**

<b>Fostering Support policy.</b>
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**Recommendation(s)**

<b>It is recommended that Employment Committee notes the content of this report and approves the new Fostering Support Policy so that it can be implemented.</b>
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Contact person for access to background papers and further information:

Name: Sara Saleh  
 Extension: x4146

Relationship to Policy Framework/Corporate Priorities	This proposal aligns with the council's Corporate Priority 'Reshaping Trafford Council'.
Financial	None.
Legal Implications:	There is no statutory provision for leave for foster carers, only when an individual is in a foster to adopt situation (covered by the adoption legislation).
Equality/Diversity Implications	None.
Sustainability Implications	None.
Staffing/E-Government/Asset Management Implications	This shouldn't have a big impact on staffing as the number of staff who foster is likely to be low.
Risk Management Implications	None.
Health & Wellbeing Implications	None.
Health and Safety Implications	None.

## **1.0 BACKGROUND**

- 1.1 Trafford Council has a range of family friendly and flexible working policies, and we are always looking at what additional provision might be appropriate to support our staff. Currently we have specific provision in place for staff who are also foster carers.
- 1.2 Trafford Council has a statutory responsibility for looked after children and acts as a Corporate Parent to provide the best possible care and safeguarding for children who are looked after by the Council. Fostering is one of the approaches in our strategy to improve the outcomes of children in care, and we are trying to increase the number of foster carers.
- 1.3 Although some foster carers don't work, some do and if we are to increase the number of foster carers, we will have to encourage individuals in lots of different situations to consider fostering.
- 1.4 We want to encourage our staff to consider foster caring and we acknowledge that to combine fostering with a job can be difficult and requires a certain amount of understanding and flexibility. The DfE and Fostering Network's 2014 report 'Combining Fostering and Other Work' explores the experiences of foster carers in relation to having other work and concludes that more employers need to be 'fostering friendly' by providing support to staff who also foster.

## **2.0 THE POLICY**

- 2.1 It is proposed that we introduce a Fostering Support Policy which has the aim of providing staff with information to find out more about fostering and which provides tangible support and flexibility.
- 2.2 The policy will give staff who are either going through the assessment process to become a foster carer or who are a foster carer up to 5 days' paid leave in a 12 month period in order to undertake foster care related commitments. This is in line with suggested good practice. When benchmarking was last undertaken across GM Councils only one had a policy with an unspecified number of days of paid release each year. 5 days is suggested good practice and shows a commitment from the Council to support these staff.
- 2.3 The policy also details that if staff need any more time off they can request authorised paid time off which would be agreed if at all possible. In addition various other options which support flexibility are highlighted.

## **3.0 BENEFITS**

- 3.1 Putting in place such a policy will support one of the Council's aims to provide the best outcomes for our looked after children. The policy will support staff who foster, increase awareness of fostering and may make some staff consider this.
- 3.2 The policy will improve our employment offer, as part of our aim to be an 'employer of choice'. We can promote our organisation as a 'Fostering Friendly Employer' through the Fostering Network.

3.3 If we are to encourage other organisations in our borough to be fostering friendly we firstly need to have a policy in place to role model good practice.

#### **4.0 IMPLEMENTATION PLAN**

4.1 We plan to implement the new policy on 1<sup>st</sup> April 2019. A new intranet page will be created with a link to the new policy.

4.2 When staff take the leave they can request it via the HR system MiTrent self-service using a newly created fostering leave code. For those who don't use self-service they can submit a form via email.

4.3 We will promote the new policy with a fostering campaign to raise the profile of fostering.

#### **5.0 RECOMMENDATIONS**

5.1 The introduction of a Fostering Support policy will make it easier for staff who are applying to become foster carers or who already undertake this role, to balance the commitment with work so enhancing work-life balance. Once the policy is adopted, the Council can sign-up to be a 'Fostering Friendly Employer', through the Fostering Network and then encourage other organisations to do so. This will support our wider corporate aim of improving the outcomes of our looked after children

Employment Committee are recommended to support the new policy and the implementation plan.



# TRAFFORD COUNCIL

## FOSTERING SUPPORT POLICY

Author	Human Resources
Date	1 <sup>st</sup> April 2019
Version	1.0

## Version Control

<b>Issue</b>	<b>Date</b>	<b>Author</b>	<b>Change History</b>
V1.0	April 2019	Kate Sturman	First version

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# **TRAFFORD COUNCIL – FOSTERING SUPPORT POLICY**

## **1. Introduction**

- 1.1 Fostering is looking after a child or young person when they cannot live with their own family, which may be for a number of different reasons.
- 1.2 Trafford Council has a statutory responsibility for looked after children, which includes many children who are in foster care. We recognise and value the contribution that foster carers make to society and our community and especially the lives of children in care.
- 1.3 We understand that foster carers who work in addition to fostering need some flexibility in their working arrangements in order to meet the needs of their fostered child and to maintain their own well-being. We want to encourage staff to consider fostering and when they do, to provide appropriate support.

## **2. Purpose**

- 2.1 This policy details how staff can find out more about fostering and the support that is available if they already foster or if they apply to become a foster carer and while they foster.

## **3. Scope**

- 3.1 This policy covers all employees of Trafford Council with the exception of Teaching and Support Staff employed by Schools.

## **4. Becoming a foster carer**

- 4.1 Employees can find out more about fostering through Trafford Council's Fostering webpage and on the A to Z of HR on the intranet.

## **5. Time off for fostering commitments**

- 5.1 The council will give paid time off work of up to 5 days in total (pro-rata for part-time staff) in a 12 month period (April to March), for the following commitments:
  - Assessment and initial training prior to the approval as a foster carer.
  - Attendance at panel for approval.
  - Child review meetings, annual foster carer review meetings.
  - Foster carer training.
- 5.2 Applications for leave should be approved by the employee's manager and supported by documentation/letter confirming the requirement. The leave can be booked using MiTrent, or the GMSS portal.
- 5.3 If staff require additional leave they can make a request for authorised unpaid leave and consideration will be given as to whether this can be agreed where at all possible.

## **6. Additional flexibility**

6.1 The Council also recognises that employees going through the fostering approval process or fostering may need additional flexibility, especially when a child is initially placed and when issues arise. We have lots of ways of supporting and the following can be considered as appropriate:

- Flexi-Time Scheme
- Flexible Working.
- Agile Working.
- Career Break.
- Special Leave – dependants, emergencies and bereavement.
- Leave Purchase Scheme.

## 7. **Review**

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

# Workforce Update

## January 2019



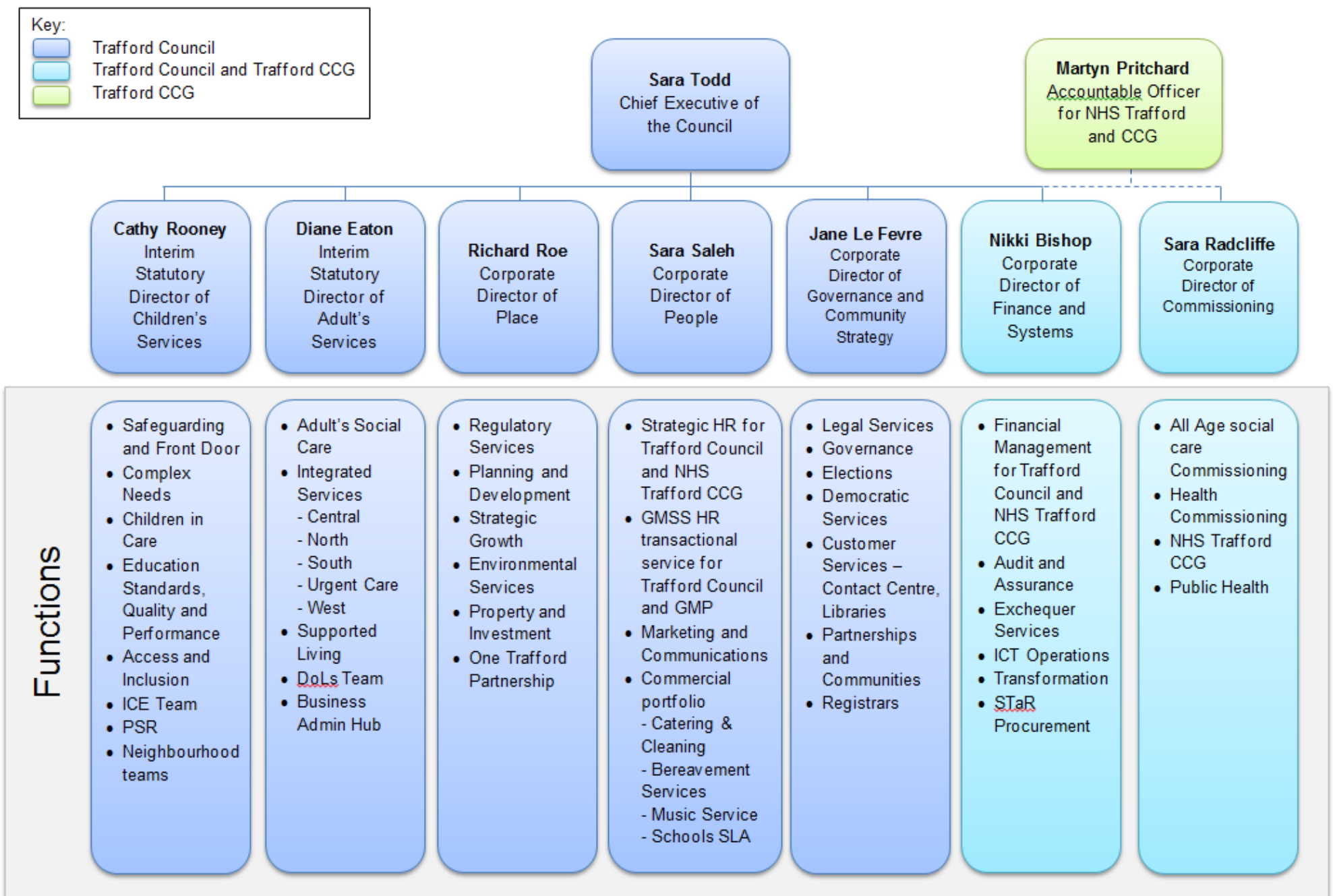
Five Ways  
to Wellbeing



# NEW STRUCTURE



In July 2018 Council agreed changes to the senior leadership team and corporate directorate structure, which meant a move from three directorates to seven. The restructure was implemented on the HR system, iTrent, from 1st November 2018. Due to the restructure this report will now provide workforce information relating to each of the seven new directorates. The data can only be provided in the new structure from November 2018.



# JANUARY

## WORKFORCE FOCUS



### Culture Change Programme

The Organisational Development Team have been working with the Corporate Leadership Team to develop and deliver a culture change programme based around four phases. The pseudonym of #EPIC was created to underpin the phases of the strategy (Engage, Promote, Ignite and Cement). The first phase and the aim of the 'engage' phase was designed to engage and open up dialogue with as many colleagues as possible throughout the organisation, to obtain their feedback and thoughts about what's its like to work for Trafford Council and their perception of the current culture. A series of engagement sessions titled 'Discovery sessions' have taken place with members of the Corporate Leadership Team from December through to February. In total 7 sessions were held and 285 colleagues attended with colleagues from a variety of service areas and levels throughout the organisation.

We have now collated the feedback from these sessions and have developed a draft set of corporate organisational values that have been agreed at the point of publishing the update by CLT and are due to go to Council on 20th March. They will underpin the behaviours we want to see modelled in the workforce and be supported by a behaviour framework that will allow colleagues to understand how they can demonstrate and apply the values in their day to day work.

The values are aligned to the #EPIC mnemonic as follows:

**We EMPOWER** – We inspire and trust our people to deliver the best outcomes for our customers, communities and colleagues. We encourage each other to grow, learn and work independently so that we can create and innovate to get the best possible outcomes. We will embrace a learning culture.

**We are PEOPLE CENTRED** – We value all people, within and external to the organisation and give those around us respect. We will act with honesty and integrity in all that we do, and create an environment that enables everyone we work with to thrive and succeed.

**We are INCLUSIVE** – We are committed to creating an environment that values and respects the diversity and richness differences bring.

**We COLLABORATE** – We build relationships, collaborate; treat people as equal partners and work together to make things happen. We take ownership of our actions and decisions and recognise that achieving our priorities is a shared responsibility. We share our skills, knowledge, experience and insights openly to achieve the best possible outcomes.

The #EPIC change programme will continue with the next phase throughout March of further engagement – entitled Promotion. It will signal the appointment of a group of EPIC Pioneers who will support and champion all change activities.

### Trafford Way Programme

We continue to work across the Trafford system to support workers and leaders from all public sector partners with the delivery of our place based workforce development framework. The development programmes (front line and leaders) were piloted in October and November 2018 and the second programme is currently being delivered to both front line colleagues and leaders.

### New pay structure

We now have regional and local union support for a collective bargaining agreement and Employment Committee approval for the new pay structure, which is to be effective from 1st April 2019. Final approval is being sought from Council on 20th March 2019. The new structure will see the lowest earning NJC staff being paid £9.19 an hour which is well above the current Real Living Wage rate of £9.00 per hour.

### CCG staff move to Trafford Town Hall

The integrated accommodation steering group has been overseeing plans to move CCG staff to the Town Hall with the lease on the current CCG premises, Crossgate House not being renewed. The CCG Finance team successfully

# JANUARY

## WORKFORCE FOCUS



### **Agile working**

Agile working is well embedded within some areas of the Council, however with more staff moving into Trafford Town Hall, there has been a renewed focus on this area and spreading agile working practices into all appropriate services across the Council. To support this work, an Agile Working guidance document and Frequently Asked Questions document has been produced and has senior approval. The guidance will be supported by a number of agile working events for staff to aid understanding.

### **Employee Health and Wellbeing Strategy**

The Employee Health and Wellbeing Core Strategy Group consisting of representatives from Human Resources, Public Health, Communities and Partnerships and Trade Unions met to review and refocus our Employee Health and Wellbeing Strategy. This included ensuring that our interventions were appropriately targeted to support working environments that encourage and enable staff to lead healthy lives and make choices that support positive wellbeing.

### **Dry January**

Following the celebrations of the festive season, staff were encouraged to plan for a healthy start in 2019. Dry January run by charity Alcohol Change UK was promoted to staff to encourage them to give up alcohol for a month and reset their longer term drinking habits. The communications highlighted the benefits of reducing alcohol consumption, provided a free app to support participation in the initiative and further useful information.

### **SMART Work Life Study**

Volunteers from the workforce are currently participating in a Salford University study to evaluate the health benefits of programmes to reduce the amount of time desk-based staff spend sitting at work. The SMART Work & Life Study is looking at a range of potential health benefits including the use of sit-stand desks to encourage staff to be more active at work. Participants receive regular health monitoring and it is hoped the survey will provide evidence based information to inform future ways of healthier working for our workforce. Workforce Champions have been trained to support colleagues participating in the study.

### **TfGM Travel Survey**

Transport for Greater Manchester (TfGM) is currently working with us to hear the views and thoughts of our staff and partners based at Trafford Town Hall and Sale Waterside on commuting to work. Colleagues have been encouraged to complete a short online survey which explores the journeys made, the reasons for those journey choices and potential incentives for more sustainable travel choices. TfGM will then undertake full analysis of the data and provide a report and action plan to detail the measures that could be made for improved sustainable travel and related wellbeing benefits for staff. Participants can also receive a personalised travel plan to improve their journey.

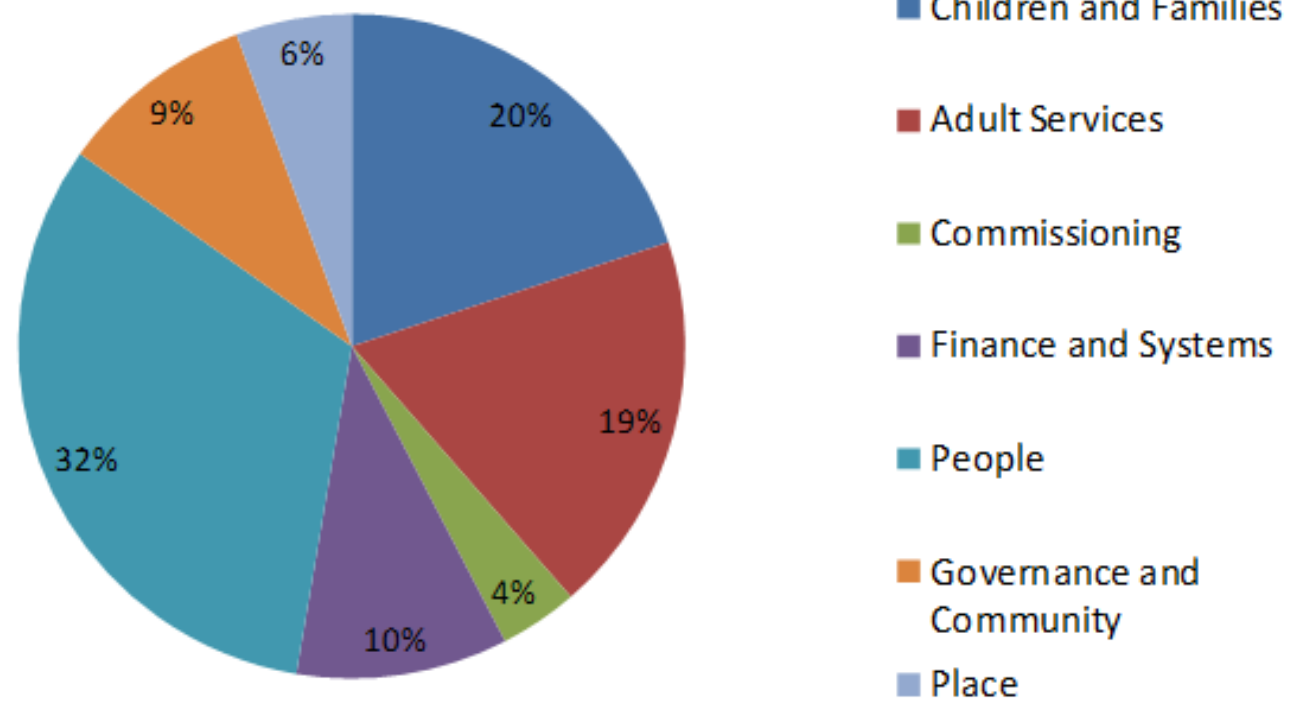
### **Charity Dress Down Days**

The weekly Charity Dress Down Days have continued to be extremely popular recently raising money for the Alzheimer's Society and Save the Children. In 2018, over £8000 was raised for the worthy causes.

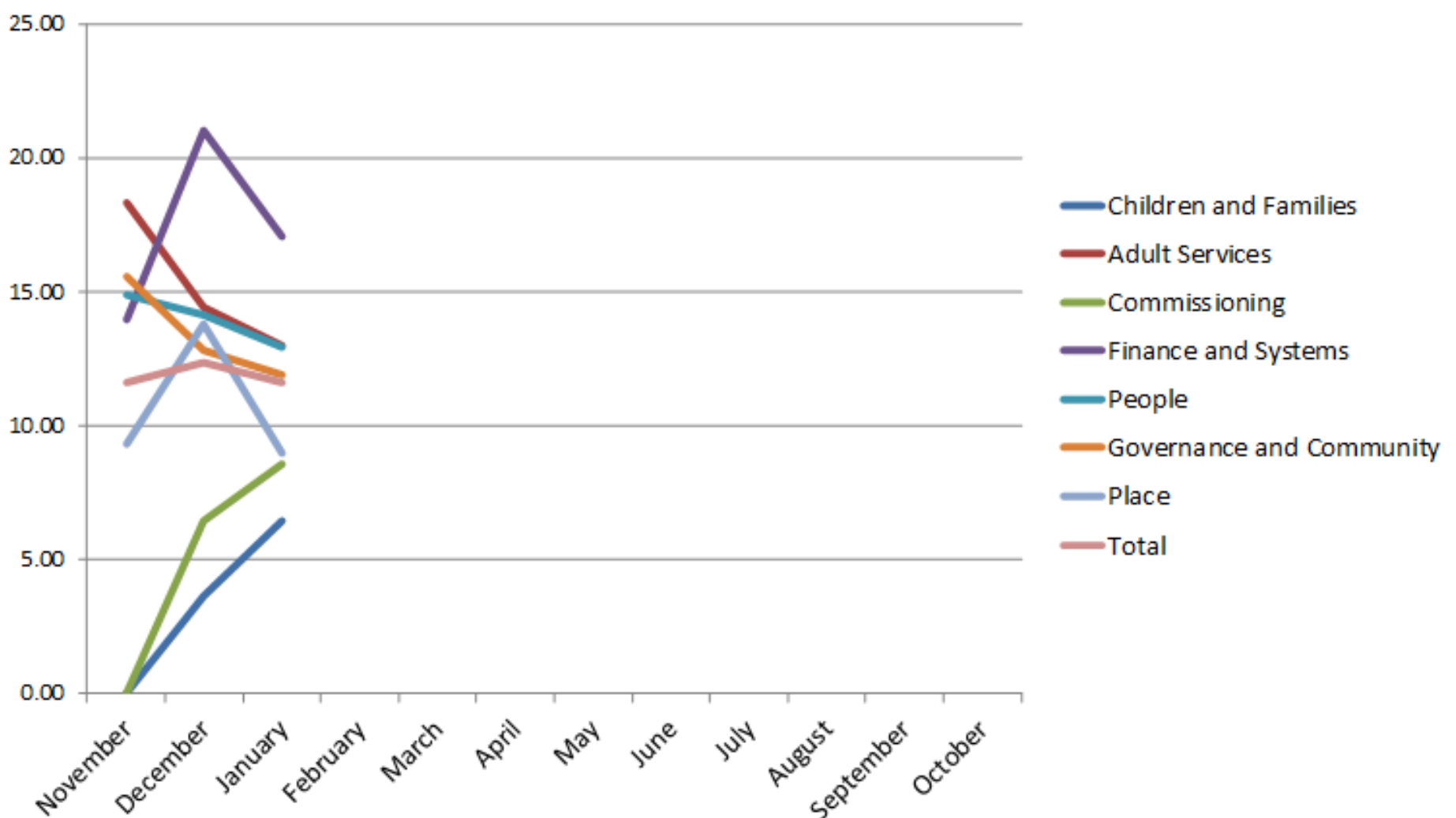
# RESOURCING



## Headcount (in month)



## Turnover (12 month projection)



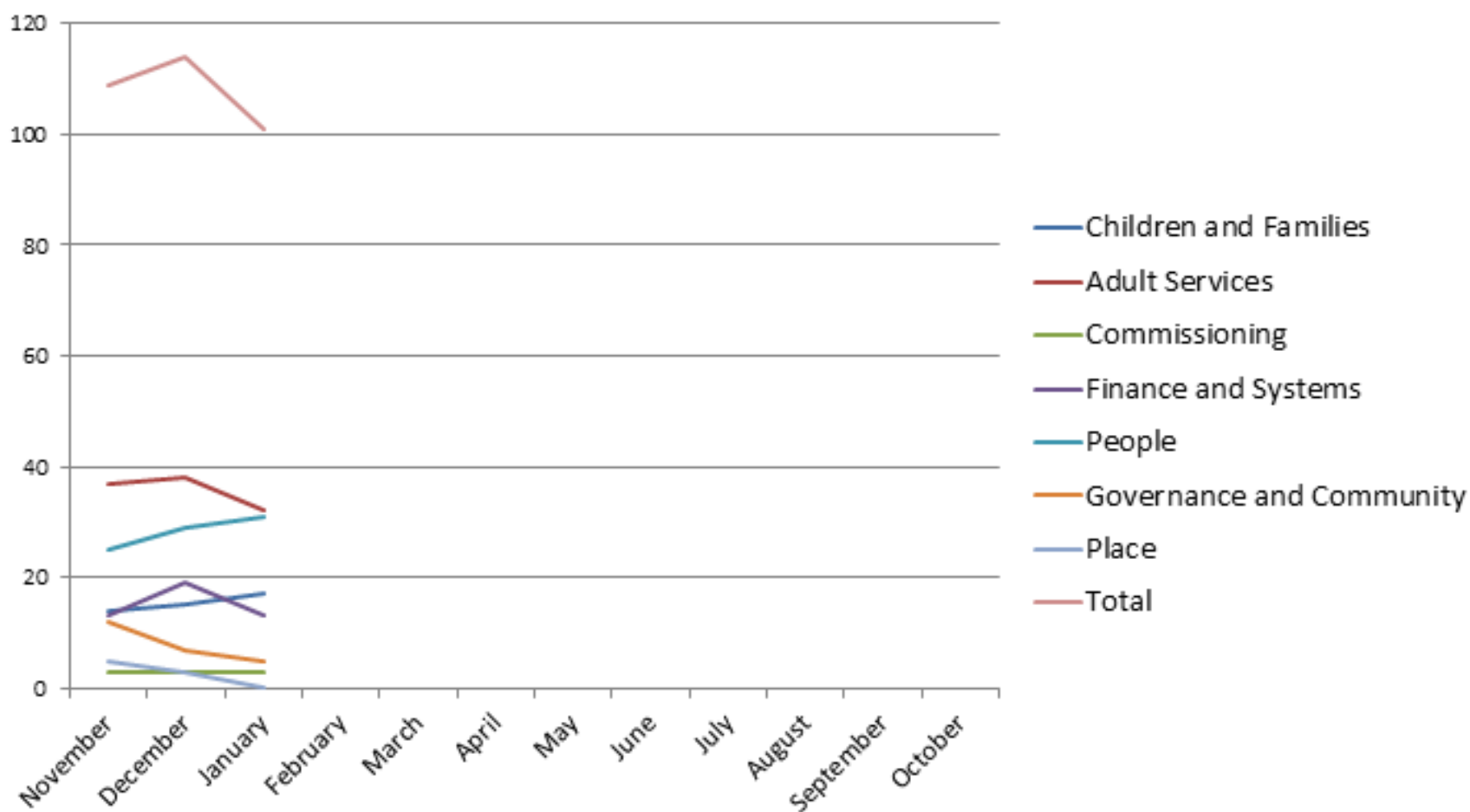
Headcount across the Council at the end of January was 2,493. This was a slight increase from the end of December 2018 when it was 2,480.

The turnover figure produced is a 12 month projection based on the number of leavers and headcount over the period November to the current month. In January, at 11.59%, projected turnover is lower than the turnover for 2017/18 which was 12.54%. January saw 21 staff leaving the Council, which is the lowest number since July 2018. At 17.05%, turnover is currently very high in the Finance and Systems Directorate. This is due to a spike in staff leaving in November (6), within one of the smaller Directorates.

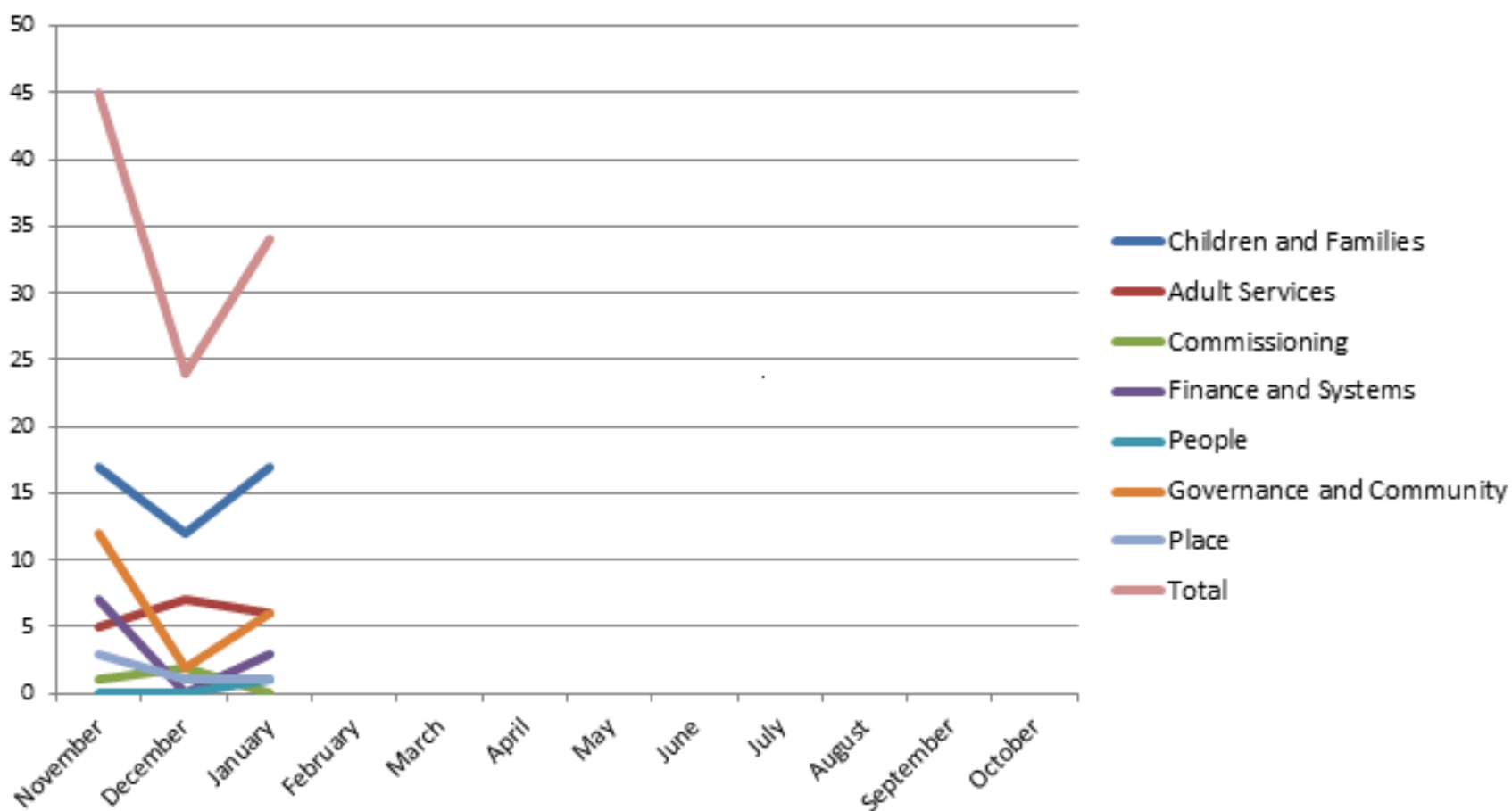
# RESOURCING



**Vacancies (number of posts)**



**Vacancies approved**



In January there were 101 vacant posts across the organisation, which is a reduction from December. Please note this figure doesn't include vacancies within Operational Service for Education (catering, cleaning, school crossing patrol and the music service), due to the fact that this service is budgeted for in a different way. The highest number of vacancies are within the Adults and People Directorates, which have a similar level.

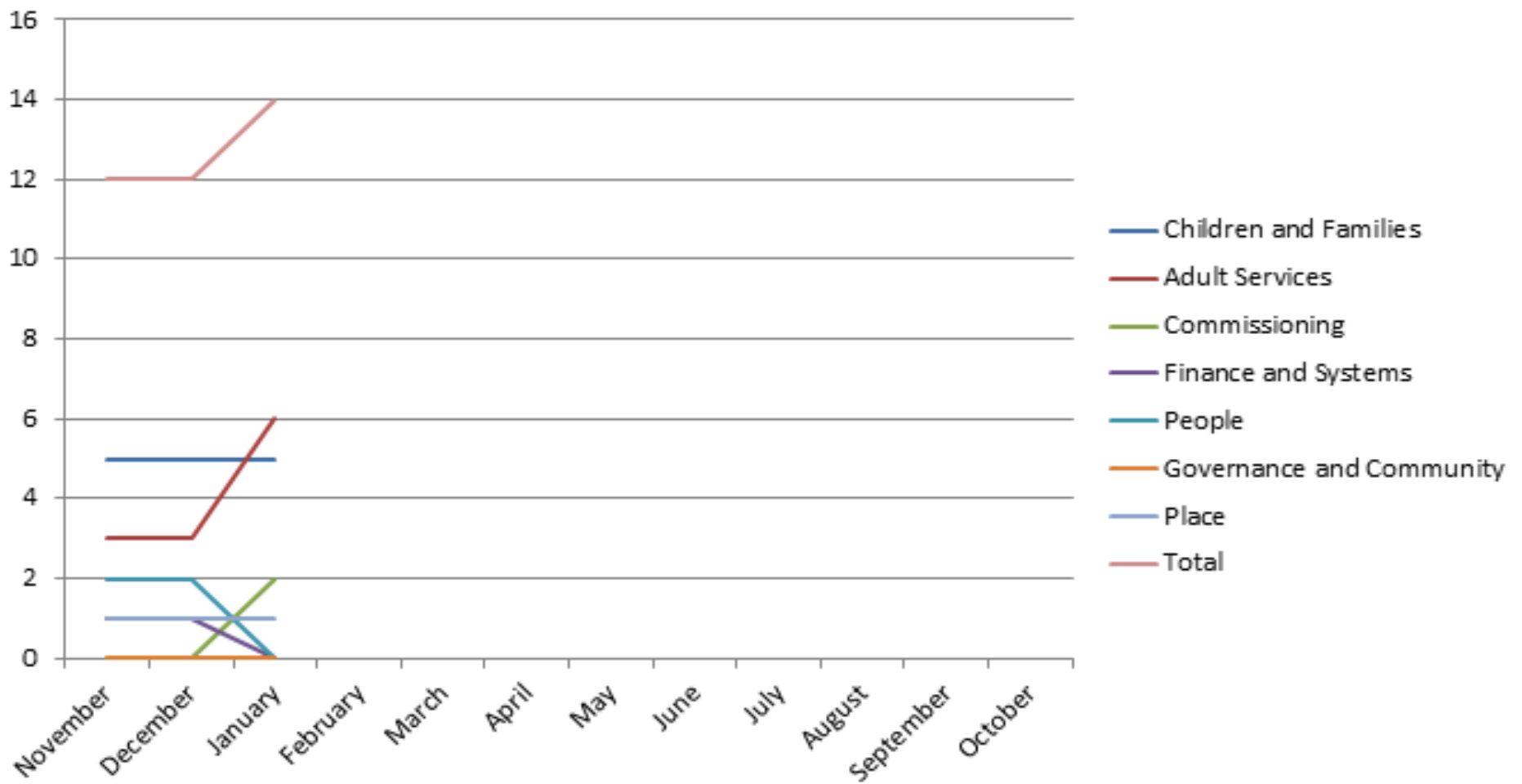
In January, 34 vacancies were approved and the number has increased compared with December. The directorate with the highest number is Children and Families with 17 signed off for recruitment in January. These are a mixture of different posts with no particular trend.



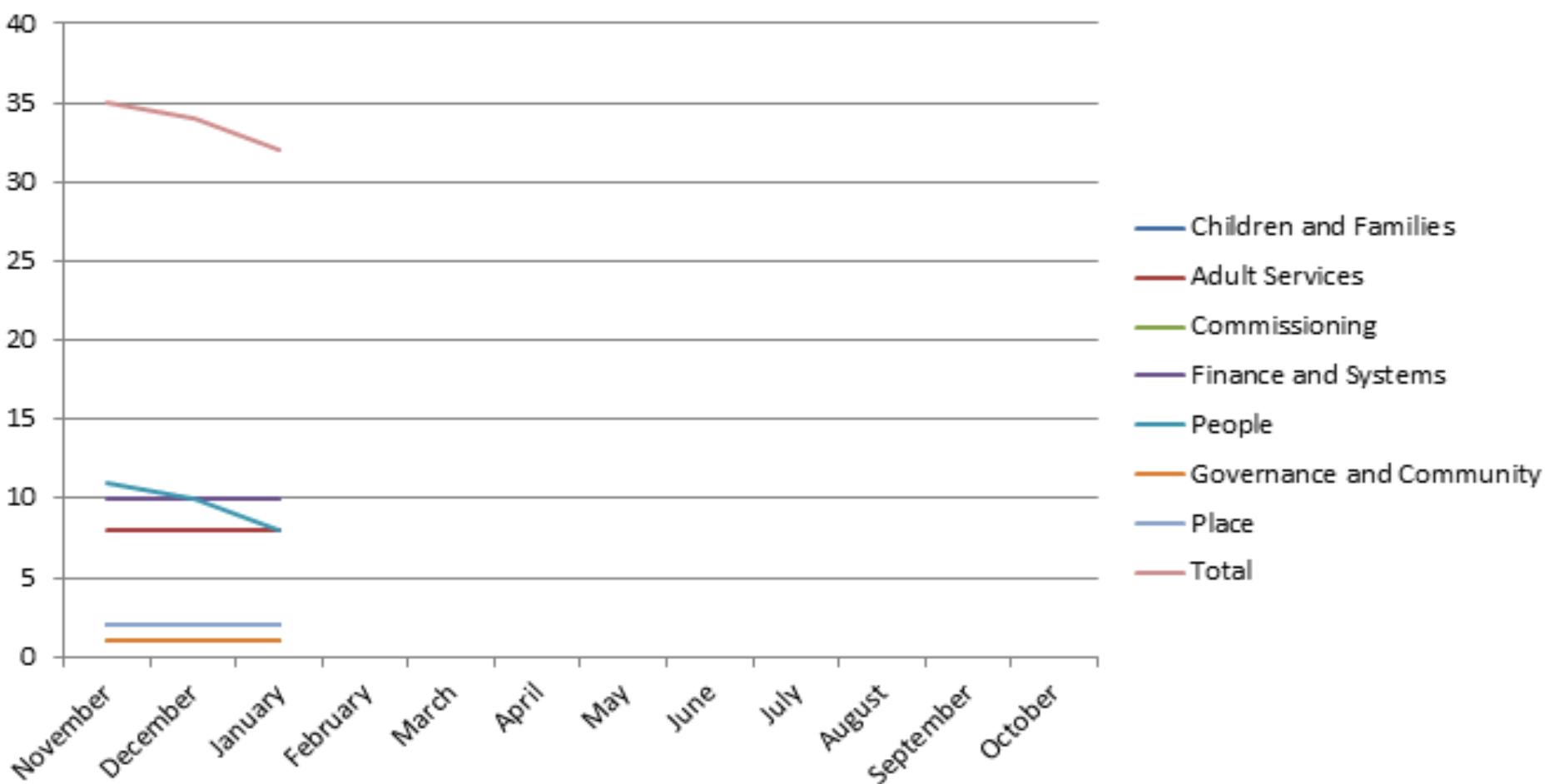
# RESOURCING



## Acting Up



## Honoraria



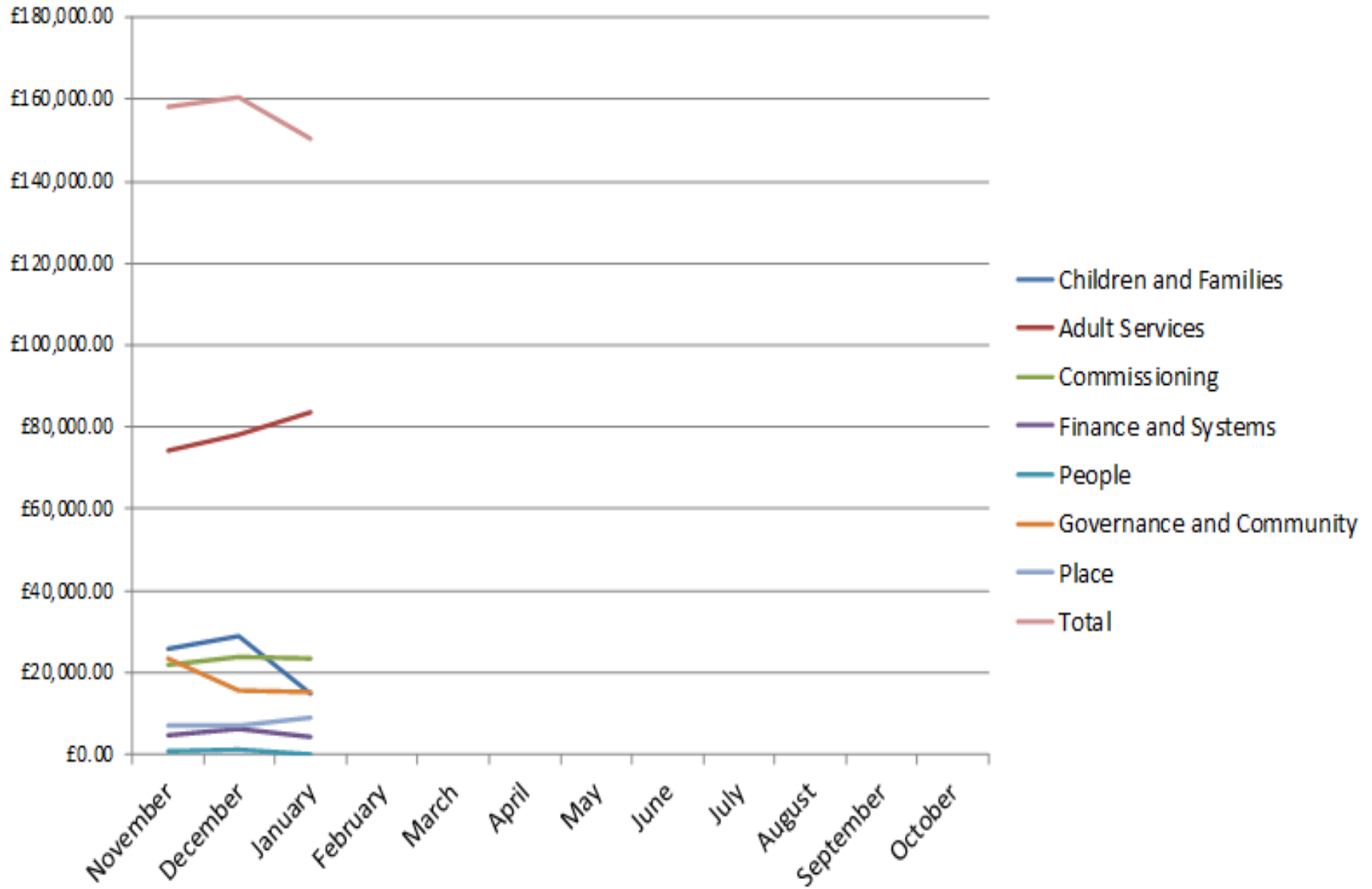
The number of employees acting up and undertaking honoraria has remained fairly stable between November and January.

Acting-ups are highest in the Children and Families and Adults directorates, largely due to the interim arrangements for the Corporate Directors in these directorate—which means requirements to cover posts lower in the structure and will remain in place aligned to the duration of the interim Corporate Director roles. The highest number of honoraria payments are in Adults, Finance and Systems, and People. For the People and Finance directorates this is mostly due to pending restructures.

# RESOURCING



Agency Spend (in month)



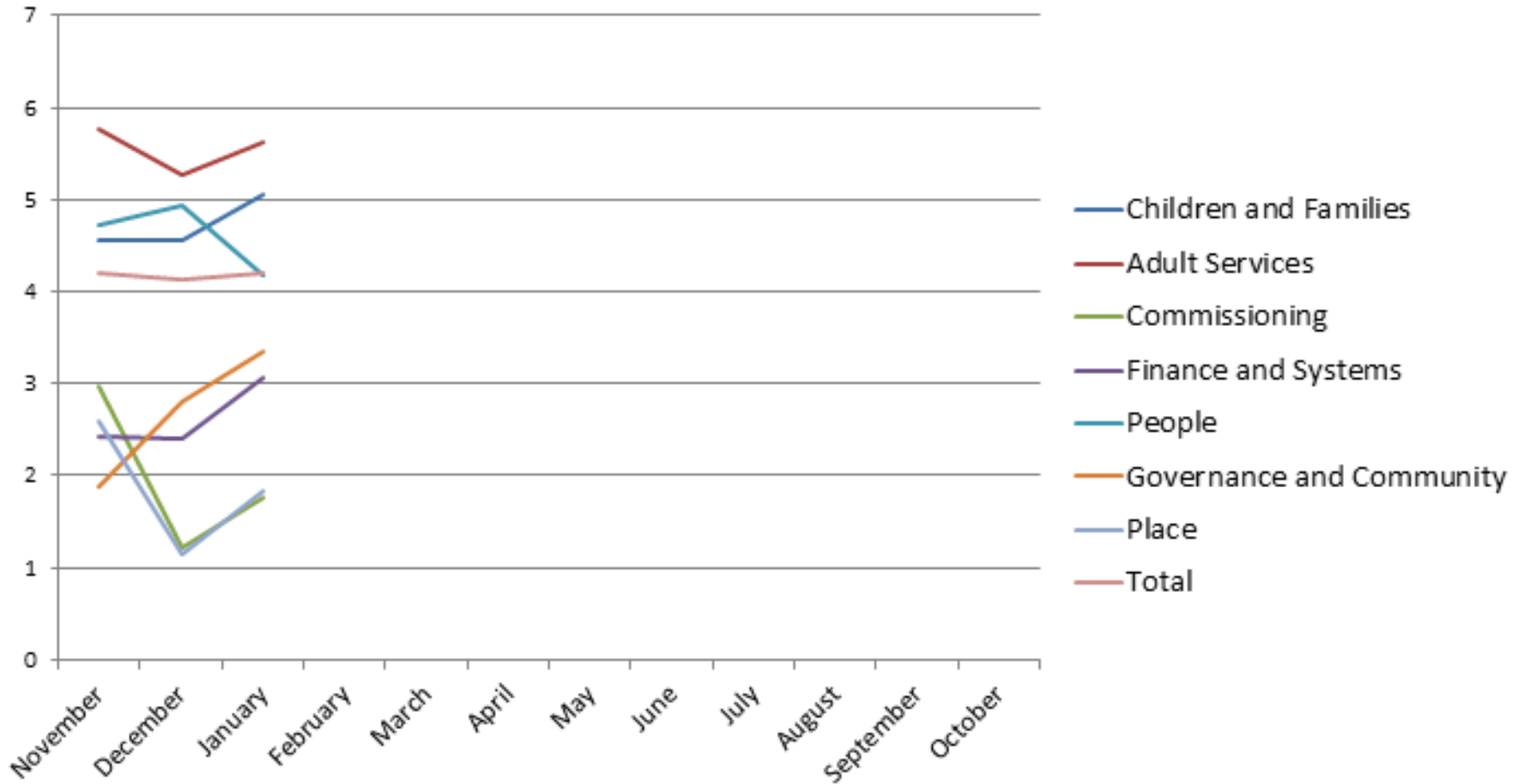
The spend on agency workers across the Council has reduced from £158,094 in November to £155,549 in January. Spend is at the lowest level for 18 months - the last time it was lower was in August 2017. Spend has been consistently highest in the Adults Directorate with a spend of £83,480 in January. The spend almost exclusively relates to Care Assistants for Provider Services and Social Workers across different teams. Spend in Children and Families has reduced to only £14,882 which is a very good position. In January, the People directorate had no reliance on agency staff.

# WELLBEING

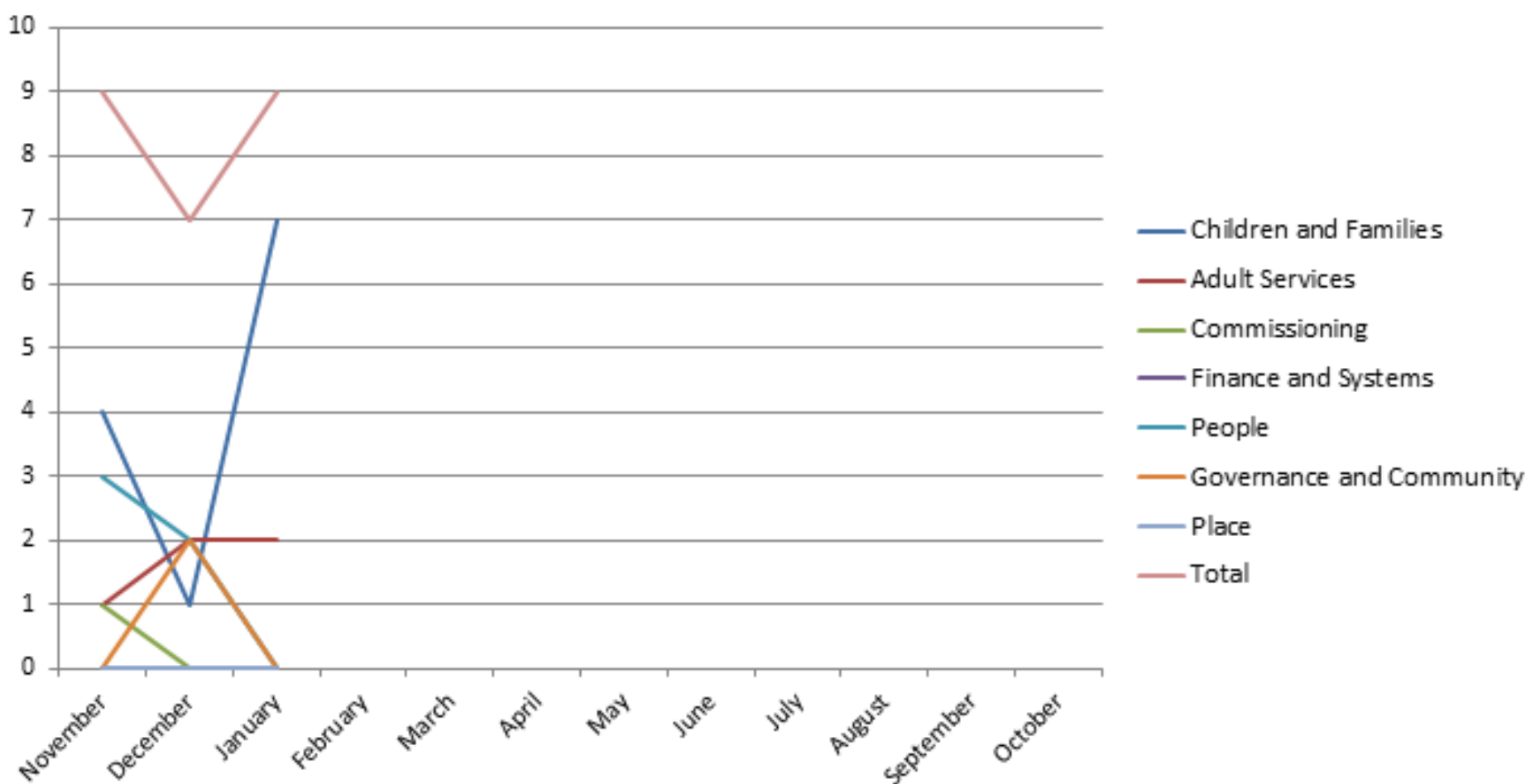


## Five Ways to Wellbeing

**Sickness (% of time lost)**



**Accidents**



We have changed the way we report sickness, moving from full time equivalent days lost on average per employee, to percentage of time lost, which is now also reported based on the sickness levels in the month. In January 4.21% of available time was lost to sickness absence. Sickness absence is highest in the Children and Families and Adults directorates, which is historically the case due to the nature of their services.

The number of accidents have remained stable between November and January. The highest number were in the Children and Families directorate at 7. This was an increase from the normal number, due to violence and aggression displayed by children with challenging behaviour. The Health and Safety Unit are currently auditing the management of violent and aggressive behaviour. We will identify any further support required to manage such risk.



## New Apprenticeships (since April 2017)

Directorate	Target	New starts April 2017 onwards	New starts in month Jan 19	Conversions April 2017 onwards	Conversions in month Jan 19	Total
Children & Families	12	5	0	7	0	12
Adults	11	0	0	8	0	8
Commissioning	2	1	0	0	0	1
Finance & Systems	6	9	0	14	0	23
People	18	9	0	33	0	42
Governance & Community	5	4	0	2	0	6
Place	3	2	0	0	0	2
Schools	50	8	1	9	0	18
Total	107	38	1	73	0	112

## Celebrating Success

Directorate	Number
Children & Families	0
Adults	0
Commissioning	0
Finance & Systems	0
People	0
Governance & Community	0
Place	1
Total	1

## Apprenticeships by level

Level	No of Apprentices (incl. schools) (April 2017 onwards)
2	39
3	44
4	13
5	13
6	2
7	1
Total	112

Please note these figures include new apprenticeships and apprentice starts prior to the target being implemented in April 2017



### Apprenticeship activity

Our first apprenticeship cohort (Sept 2017) consisted of 23 catering staff undertaking an apprenticeship (Level 2 and Level 3). We are holding a celebration event on 4<sup>th</sup> March for those who have completed their apprenticeship – Lord Mayor is presenting their certificates.

We have 12 staff enrolling onto the new Children, Young People & Families Manager Level 5 and 3 staff enrolling onto the Children, Young People & Families Practitioner Level 4 which start in March.

We are in the process of launching our 1st Social Work Degree Apprenticeship (Level 6) and for the first cohort which starts in March we will be offering 3 apprenticeships in Adults and 3 in Children's. We launching this in partnership with MCC and MMU on 19th March. This will be one of the 1st Social Work Degree Apprenticeships in the UK.

The new Children's Apprenticeship standards (Level 2 to Level 6) provide a clear career pathways for existing and potential new employees and these new occupation-led training opportunities will undeniably benefit the organisation in meeting the complete needs of the social care sector.

There are 15 employees enrolling onto the new Lead Adult Care Worker (Level 3) Apprenticeship . The level 5 and Level 5 Adults apprenticeships are still in development but will also provide a clear career pathway for staff in Adults (Level 2 to Level 6).

The Level 5 Diploma in Leadership for Health and Social Care Apprenticeship is also available. This qualification aims to ensure that managers in the Adult Care sector have appropriate management and leadership capabilities and that there is a trained and competent cohort of experienced, new and aspiring registered managers available to meet our future needs. We have 7 Team Leaders currently undertaking this and 3 enrolments in progress.

HR recently attended several school breakfast briefings to promote apprenticeships which, has led to a number of the schools expressing an interest in the new Schools Business Professional Level 4 apprenticeship. Currently 7 school employees are enrolling onto this apprenticeship. We have also had interest in the new Teaching Degree Apprenticeship.