



TRAFFORD COUNCIL

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Monday, 9 September 2019

Time: 5.00 p.m.

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

A G E N D A	PART I	Pages
1. ATTENDANCES		
To note attendances, including Officers and any apologies for absence.		
2. MINUTES		1 - 4
To receive and, if so determined, to approve as a correct record the Minutes of the meeting held on 1 July 2019.		
3. PEOPLE STRATEGY		Verbal Report
To receive a verbal report form the Corporate Director of People.		
4. AGENCY SPEND QUARTER 1		5 - 16
To receive a report from the Corporate Director of People.		
5. WORKFORCE UPDATE		17 - 24
To receive the latest workforce update from the Corporate Director of People.		
6. QUARTERLY REPORT ON EXEMPTIONS TO THE SICKNESS POLICY		Verbal Report
To consider a verbal report from the Corporate Director of People.		
7. URGENT BUSINESS (IF ANY)		
Any other item or items which, by reason of special circumstances (to be		

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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), A.M. Whyte (Vice-Chair), D. Acton, A. Akinola, M. Cordingley, J. Holden, P. Lally, B. Rigby and R. Thompson.

Further Information

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

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This agenda was issued on **Friday, 30 August 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

1 JULY 2019

PRESENT

Councillor J. Bennett (in the Chair).

Councillors A.M. Whyte (Vice-Chair), D. Acton, M. Cordingley and R. Thompson

In attendance

Angela Beadsworth	Head of Workforce and Core Strategy
Bev Norton	Head of HR Business Partners
Candice Manifold	Solicitor (Commercial and Corporate)
Alexander Murray	Democratic and Scrutiny Officer

APOLOGIES

Apologies for absence were received from Councillors A. Akinola, J. Holden, P. Lally and B. Rigby

36. TERMS OF REFERENCE 2019/20

RESOLVED: That the Terms of Reference for the 2019/20 Municipal Year be noted.

37. MEMBERSHIP OF THE COMMITTEE 2019/20

RESOLVED: That the Membership of the Committee for the 2019/20 Municipal Year be noted.

38. MINUTES

RESOLVED: That the Minutes of the meeting held on 25 March 2019 be approved as a correct record and signed by the Chairman.

39. QUESTIONS FROM THE PUBLIC

No questions were received for the meeting.

40. REVISED CORPORATE LEADERSHIP STRUCTURE PROPOSALS

The Head of Workforce and Core Strategy informed the Committee that the report had been brought to the meeting for them to approve or amend the proposal prior to it being sent to Council on the 17 July 2019. The Head of Workforce and Core Strategy then went through the report that accompanied the proposal. The Committee were informed that following the resignation of the previous Chief Executive the Council put in place interim arrangements which included the splitting the Children Families and Wellbeing Corporate Director into two Corporate Director posts for Children's and Adults' services and the appointment

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of a Corporate Director of Commissioning. The Council was now at a point that they needed to permanent arrangements in place so they could move forward.

The first proposal within the report was to disestablish the Corporate Director for Commissioning instead creating a joint Director of Integrated Health and Social Care Strategy for a three year period and to appoint the current Corporate Director of Commissioning to the post on a 0.6 full time equivalent basis. The post for Corporate Director of Adults' Services would take on the public health function, and the commissioning team into their portfolio. It was proposed that the position of Corporate Director of Adults' Services would receive remuneration in line with the other Corporate Leadership Positions of £116,000. As the post had been held successfully as an interim position during the past year it was proposed that an internal recruitment process would be held for this post. It was also proposed that the post of director of Public Health remuneration be set at £95,000 and the post be externally advertised. It was also proposed that the remuneration for the post of Corporate Director of Children's Services be set at £125,000 to ensure that the post would be competitive in recruitment, with an external recruitment exercise being conducted for the post.

Following the overview the Committee were given the opportunity to ask questions. One Committee Member stated their concerns regarding the Council's relationship with Trafford CCG. At one point the two organisations were almost merging together and now they seemed to be moving away from each other. The Member then asked how the relationship was moving forward and whether the relationship was likely to change again. The Head of Workforce and Core Strategy responded that one of the key elements of the Director of Integrated Health and Social Care Strategy role was to be the integration of Health and Social Care and to further develop the joint working relationship between the Council and the CCG.

Another Member asked what impact splitting the Corporate Director of Children, Families and Wellbeing into two roles would have upon staff. The Head of Workforce and Core Strategy answered that these arrangement had been in place within the Council for twelve months and she assured the Committee that the proposed changes would not impact the work of staff.

Following the Committee's questions Members noted and agreed the proposals to be recommended to Council.

RESOLVED:

- 1) That the Committee note and agree the proposals within the report.
- 2) That the Committee recommend that Council agree the proposals.

41. AGENCY SPEND FOR PERIOD 1ST APRIL 2018 TO 31ST MARCH 2019

The Head of Workforce and Core Strategy gave a brief overview of the annual report to the Committee. Members were informed that the Council had a very robust vacancy clearance process in place to ensure that agency was only used when necessary. There had been an increase in agency spend during the year

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which was the result of agency workers being brought into Children's and Adults services to meet statutory obligations, especially in light of the recent Ofsted report.

Following the overview the Committee were given the opportunity to ask questions but none were raised.

RESOLVED: That the report be noted.

42. WORKFORCE UPDATE MAY 2019

The Head of Workforce and Core Strategy gave a brief overview of the report that had been sent out with the agenda. A large part of the work of the Human Resources (HR) team was going through all of the Council's HR policies and making sure that they were aligned to the new EPIC values including the Health and Wellbeing strategy (EPIC You). The Council were going to launch an employee survey as a way to help measure staff member's feelings and the level of moral within the organisation. The Committee were told that there had been many positive developments in recent months including rolling out the Trafford way development programme and that Trafford were joint first with Wigan in the North West in the number of apprenticeships. The Council were looking to further develop their excellent record by utilising the apprenticeship levy to enable staff to gain additional qualifications. The Council were also working with care leavers to give them work experience within a public sector environment to see if it was a path they would like to take.

The Chair congratulated the HR team for the excellent performance of the Council in encouraging apprenticeships and stated that she hoped it would continue.

The meeting commenced at 5.20 pm and finished at 5.44 pm

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TRAFFORD COUNCIL

Report to: Employment Committee
Date: 9th September 2019
Report for: Information
Report of: Sara Saleh, Corporate Director of People

Report Title

Agency and Consultant Spend for Q1 - Period 1st April 2019 to 30th June 2019

Recommendations

That the content of this report is noted.

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

1. Background

- 1.1 A robust vacancy clearance process is in place that ensures that posts are only filled where there is a compelling case to do so and that where a post is filled, the aim is to match to the vacancy in the first instance in a priority sequence; employees on notice from redundancy (redeployees), “at risk” staff (those employees where there is a real risk of redundancy) and apprentices.
- 1.2 Vacancies are subject to approval by HR and Finance and then the relevant Corporate Director, for advertisement initially to internal staff in order to minimise the number of compulsory redundancies and the incurrence of additional spend on external resources, including agency fees.

- 1.3 There will be circumstances whereby there are immediate resourcing needs that are predominantly short term in nature and require access to time limited and/or specialist skills that cannot be found within the organisation, or where cover is required for day-to-day absences. For these reasons, access to temporary agency support is essential to meet critical gaps in service provision as outlined below. In some cases due to the specialist nature of the work, consultants are required.
- 1.4 The breakdown of agency spend over Q1 of 2019/20 (April to June 2019) is attached at Appendix I. It should be noted that the agency costs for the quarter have been met from within existing staffing budgets, whilst services have been restructuring, reshaping and recruiting to resultant vacant posts and ensuring that statutory obligations are met on a day-to-day basis.
- 1.5 Appendix II provides information on the length of tenure for those assignments that were still active as at 30th June 2019.

2. Directorate Overview

2.1 Children's Services

- 2.1.1 In Q1 2019/20, spend in Children's Services totalled £216,823 and as at 30th June 2019 there were a total of 36 active assignments across the Directorate. The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable children. The interim staffing need is primarily required to cover staffing resource gaps, created as a result of short-term staff absences or whilst recruitment to permanent posts is underway and cover is critical to ensure that service users receive the appropriate level of care and support.
- 2.1.2 The spend has more than doubled as compared with Q4 2018/19 which was £77,291. However when comparing the spend with the corresponding period in 2018/19 (£152,848) the increase was much lower.
- 2.1.3 82% of the spend is on interim qualified Social Worker roles. The spend on Social Worker roles has increased significantly since the previous quarter. The next biggest spend is on Childcare workers which is only 6% of the total.
- 2.1.4 Following the recent Ofsted inspection outcome which highlighted high caseload numbers, additional resources are being put in place but there is an urgent requirement to resource additional management capacity until permanent recruitment has taken place. Due to the volume of agency workers required, our umbrella agency, Reed, have been unable to meet our current demands and the candidates put forward are not the calibre that is required.

There is a national shortage of suitably qualified and experienced social workers on the market and councils across GM are all experiencing difficulties in recruiting. This is being addressed at a GM level together with concerns regarding the Reed contract.

It is vital that the assignments are filled to ensure the service meets its statutory requirements in order to keep children safe and that the service successfully delivers the Ofsted Improvement plan. As such there has been a need to go off framework and 11 agency workers have been sourced which has resulted in higher costs. The service is monitoring this situation very closely and ending assignments as soon as permanent workers have commenced in post.

- 2.1.5 In addition, the Families Matter team is now in operation, and the newly recruited un-qualified Family Practitioners will case manage a number of low level child in need cases under the supervision of a qualified Social Worker. This model will provide a career pathway for social care staff to develop and progress to become qualified. It will also help reduce the workloads of Social Workers by taking open low level Child in Need cases and preventing cases escalating to child protection cases.
- 2.1.6 We still have in place 1.5 FTE Social Work Development Officers to support staff with their professional development as this is a crucial aspect of looking after our Social Workers. In particular, they are providing additional support for newly qualified Social Workers undergoing the Assessed and Supported Year in Employment and for children's Social Workers and practice supervisors who have volunteered for the National Assessment and Accreditation system. This pathway has also been added as an option for staff under-going career progression from social worker (level 2) to Experienced Social Worker (Level 3).

2.2 Adult Services

- 2.2.1 In Q1 2019/20, spend in Adult Services totalled £220,385 and as at 30th June 2019 there were a total of 50 active assignments across the Directorate. The majority of agency spend is due to the service discharging its statutory responsibilities for providing social care services for vulnerable adults. The interim staffing need is primarily required to cover staffing resource gaps, created as a result of short-term staff absences or whilst recruitment to permanent posts is underway and cover is critical to ensure that service users receive the appropriate level of care and support. In addition, agency workers have been recruited on a short term basis to get through a backlog of 400+ cases awaiting allocation in the Neighbourhood teams.

2.2.2 This is a significant decrease as compared with Q1 2018/19 which was £257,225. Spend has also reduced as compared with the previous quarter (Q4, 2018/19) which was £244,314. However real spend has reduced more as staff from Commissioning have moved to this area from April and spend on agency has also moved from this directorate into Adults.

2.2.3 51% of the spend is on interim qualified Social Worker roles. The next biggest spend is on Care Assistants at 45% where there is a high demand to cover the rotas at Ascot House. However, the service is currently setting up a staff back which should reduce costs in the future.

There was no use of agency Support Workers in the quarter which is further to the review in Supported Living where substantive roles were recruited to and casual staff are being used to fill gaps in provision.

2.2.4 In order to improve the recruitment and retention of Social Workers the Service is introducing the Trafford Academy. This will provide a mechanism for a rolling recruitment programme, in addition to access to continuous professional development opportunities and defined career pathways, for new starters and existing staff who are embarking on a career progression journey.

2.2.5 Trafford in collaboration with 3 other GM authorities were the first to launch the Social Worker apprenticeship degree in England. This route enables Trafford to grow our own Social Workers.

2.3 Commissioning

2.3.1 In Q1 2019/20, the total agency spend in this area equated to £6,037 and as at 30th June 2019, there was 1 active assignment. All of the spend is on a Customer Engagement Support Officer.

2.3.2 The spend has decreased significantly as compared with Q1 2018/19 which was £28,660 and Q4 2018/19 when the level was £56,445. This is due to Community Mental Health staff plus associated agency spend moving under the Adult Services directorate. The spend now relates solely to Public Health and Commissioning.

2.4 Governance and Community Strategy

2.4.1 In Q1 2019/20, the total agency spend in Governance and Community Strategy equated to £46,166 and as at 30th June 2019, there were 4 active assignments. Agency spend in this Directorate is due to the need to bring in specialist skills.

2.4.2 The spend has reduced both compared to Q1 2018/19 which was £58,222 and the previous period, Q4 2018/19 which was £55,525.

2.4.3 The spend is split fairly equally between Solicitors and Community Safety Officers. There have been difficulties in retaining and attracting solicitors of the right calibre and different options continue to be explored.

2.5 Finance and Systems

2.5.1 In Q1 2019/20, the total agency spend in Finance and Systems equated to £10,486 and as at 30th June 2019, there were no active assignments. Agency spend in this Directorate is due to the need to bring in professional and specialist skills.

2.5.2 The spend has reduced nearly by half as compared with Q1 2018/19 which was £20,080. There has also been a significant reduction as compared to the previous period, Q4 2018/19 which was £17,592.

2.5.3 The spend is all within Finance for a Senior Accountant.

2.6 People

2.6.1 In Q1 2019/20 there was no spend on agency in People and there were no active assignments at the end of the quarter.

2.7 Place

2.7.1 In Q1 2019/20 there was no spend on agency in Place and there were no active assignments at the end of the quarter.

3. Summary Agency Spend Position

3.1 The total agency spend in Q1 2019/20 was £499,897. This is an increase on the previous period, Q4 2018/19 when spend was £462,944. However promisingly it was a significant decrease on the figure for Q1 2018/19 which was £584,626. Agency spend has decreased across all directorates apart from Children's Services. The increase in this area is linked to the Ofsted report for Children's Social Care and managing vacancies in this area. It is really positive that there has been no agency spend in both People and Place and minimal spend in Commissioning and Finance and Systems.

4. Consultant Spend

4.1 The total spend in Q1 2019/20 was £47,380. The spend breaks down as follows.

Children and Families	Adult Services	Governance and Community Strategy	Finance and Systems	People	Place	Commissioning
£0	£0	£0	£0	£0	£47,380	£0

4.2 This spend was a significant decrease as compared with Q4 which was £62,780 however it was an increase on Q1 in 2018/19 which was £38,945.

4.3 There was only consultant use in the Place directorate and this relates to One Trafford Response.

5. Conclusion

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

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

Appendix 1

Trafford Council Agency Spend By Directorate Q1 - 2019/2020

Monthly breakdown by Directorate (cost and number of active assignments)

April 2019

Directorate	Job Title	Number of Active Assignments in Month	Total Cost
Children and Families	Business Support Officer level 2 [Trafford]	1	£725.77
	Childcare Worker [Trafford]	7	£1,993.67
	Customer Service Advisor (MARAT) [Trafford]	1	£1,243.04
	Family Contact Worker - [Trafford]	1	£2,043.24
	Personal Advisor [Trafford]	1	£2,437.66
	Residential Childcare Officer [Trafford]	5	£1,656.37
	Social Worker Level 2 [Trafford]	1	£2,336.22
	Social Worker level 3a (Hospital/EDT) [Trafford]	2	£7,135.18
	Social Worker level 3a [Trafford]	2	£5,635.07
	Social Worker Level 3 [Trafford]	9	£25,462.21
	Team Leader [Trafford]	1	£482.83
Adult Services	Care Assistant - Residential Homes & Day Centres [Trafford]	26	£40,591.92
	Cleaner [Trafford]	1	£1,396.95
	Social Worker level 3a (Hospital/EDT) [Trafford]	1	£2,751.49
	Social Worker Level 3 [Trafford]	8	£16,414.31
Commissioning	Customer Engagement Support Officer - [Trafford]	1	£1,926.76
Governance & Community Strategy	Community Safety Manager - [Trafford]	1	£4,551.30
	Community Safety Officer -[Trafford]1	2	£3,192.39
	Solicitor [Trafford]	2	£7,725.29
Finance & Systems	Senior Accountant [Trafford]	1	£3,891.54
Total		74	£133,593.21

May 2019

Directorate	Job Title	Number of Active Assignments in Month	Total Cost
Children and Families	Business Support Officer level 2 [Trafford]	1	£1,858.41
	Childcare Worker [Trafford]	17	£5,954.37
	Customer Service Advisor (MARAT) [Trafford]	1	£1,494.96
	Early Help Intervention Worker	1	£2,060.58
	Family Contact Worker - [Trafford]	1	£1,682.68
	Personal Advisor [Trafford]	1	£1,792.93
	Social Worker Level 2 [Trafford]	2	£5,008.20
	Social Worker level 3a [Trafford]	2	£4,767.64
	Social Worker Level 3 [Trafford]	13	£32,321.85
	Team Leader [Trafford]	3	£11,114.21
Adult Services	Care Assistant - Residential Homes & Day Centres [Trafford]	19	£21,413.73
	Cleaner [Trafford]	1	£982.07
	Community Safety Officer -[Trafford]1	1	£2,747.38
	Social Worker level 3a (Hospital/EDT) [Trafford]	3	£11,973.19
	Social Worker Level 3 (Hospital/EDT) [Trafford]	2	£3,461.65
	Social Worker Level 3 [Trafford]	9	£22,711.30
Commissioning	Customer Engagement Support Officer - [Trafford]	1	£2,367.01
Governance & Community Strategy	Community Safety Manager - [Trafford]	1	£4,313.23
	Community Safety Officer -[Trafford]1	1	£2,757.08
	Solicitor [Trafford]	2	£7,509.04
Finance & Systems	Senior Accountant [Trafford]	1	£3,567.24
Total		83	£151,858.75

June 2019

Directorate	Job Title	Number of Active Assignments in Month	Total Cost
Children and Families	Business Support Officer level 2 [Trafford]	1	£1,326.01
	Childcare Worker [Trafford]	9	£4,725.81
	Customer Service Advisor (MARAT) [Trafford]	1	£1,553.07
	Early Help Intervention Worker	2	£4,580.75
	Residential Childcare Officer [Trafford]	2	£1,185.88
	Senior Business Support Officer [Trafford]	1	£1,218.52
	Social Worker Level 2 [Trafford]	2	£6,391.34
	Social Worker level 3a [Trafford]	2	£7,492.99
	Social Worker Level 3 (Hospital/EDT) [Trafford]	1	£1,914.20
	Social Worker Level 3 [Trafford]	17	£60,712.53
	Team Leader [Trafford]	2	£6,514.50
Adult Services	Care Assistant - Residential Homes & Day Centres [Trafford]	28	£38,254.13
	Cleaner [Trafford]	1	£1,002.46
	Cook Manager [Trafford]	2	£554.65
	Social Worker level 3a (Hospital/EDT) [Trafford]	3	£11,773.92
	Social Worker Level 3 (Hospital/EDT) [Trafford]	3	£5,685.76
	Social Worker Level 3 [Trafford]	10	£30,320.56
	Team Leader [Trafford]	2	£8,349.87
Commissioning	Customer Engagement Support Officer - [Trafford]	1	£1,742.86
Governance & Community Strategy	Community Safety Manager - [Trafford]	1	£4,607.32
	Community Safety Officer -[Trafford]1	2	£3,642.17
	Solicitor [Trafford]	2	£7,868.26
Finance & Systems	Senior Accountant [Trafford]	1	£3,026.75
Total		96	£214,444.31

Appendix 2

Trafford Council Agency Tenure by DirectorateBreakdown by Directorate showing full tenure of active assignments as at 30th June 2019

Directorate	Job Title	Booking Start Date	Booking End Date
Children and Families	Childcare Worker [Trafford]	18/02/2019	31/07/2019
	Childcare Worker [Trafford]	04/03/2019	30/07/2019
	Childcare Worker [Trafford]	13/05/2019	30/05/2019
	Childcare Worker [Trafford]	29/04/2019	30/07/2019
	Childcare Worker [Trafford]	20/05/2019	30/06/2019
	Childcare Worker [Trafford]	01/05/2019	30/07/2019
	Childcare Worker [Trafford]	01/05/2019	30/07/2019
	Childcare Worker [Trafford]	28/01/2019	30/06/2019
	Customer Service Advisor (MARAT) [Trafford]	08/04/2019	07/07/2019
	Early Help Intervention Worker	08/05/2019	29/07/2019
	Early Help Intervention Worker	10/06/2019	29/07/2019
	Senior Business Support Officer [Trafford]	10/06/2019	04/08/2019
	Social Worker Level 2 [Trafford]	08/05/2019	29/07/2019
	Social Worker level 3a (Hospital/EDT) [Trafford]	21/02/2019	26/09/2019
	Social Worker Level 3 [Trafford]	03/06/2019	03/09/2019
	Social Worker Level 3 [Trafford]	13/05/2019	29/07/2019
	Social Worker Level 3 [Trafford]	21/11/2018	12/07/2019
	Social Worker Level 3 [Trafford]	13/05/2019	28/07/2019
	Social Worker Level 3 [Trafford]	01/11/2018	02/08/2019
	Social Worker Level 3 [Trafford]	25/02/2019	09/08/2019
	Social Worker Level 3 [Trafford]	08/04/2019	08/07/2019
	Social Worker Level 3 [Trafford]	26/04/2019	02/08/2019
	Social Worker Level 3 [Trafford]	07/05/2019	29/07/2019
	Social Worker Level 3 [Trafford]	24/05/2019	15/09/2019
	Social Worker Level 3 [Trafford]	29/05/2019	15/09/2019
	Social Worker Level 3 [Trafford]	03/06/2019	15/09/2019
	Social Worker Level 3 [Trafford]	04/06/2019	15/09/2019
	Social Worker Level 3 [Trafford]	05/06/2019	15/09/2019
	Social Worker Level 3 [Trafford]	10/06/2019	15/09/2019
	Social Worker Level 3 [Trafford]	25/06/2019	15/09/2019

	Social Worker Level 3 [Trafford]	02/07/2019	15/09/2019
	Social Worker Level 3 [Trafford]	22/07/2019	15/09/2019
	Social Worker Level 3 [Trafford]	05/08/2019	15/09/2019
	Team Leader [Trafford]	07/05/2019	19/07/2019
	Team Leader [Trafford]	25/04/2019	02/08/2019
	Team Leader [Trafford]	17/06/2019	15/09/2019
Adult Services	Care Assistant - Residential Homes & Day Centres [Trafford]	07/07/2018	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	11/12/2018	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	10/02/2019	05/07/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/09/2018	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	05/12/2018	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	27/11/2018	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	20/05/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	07/04/2019	05/07/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	23/05/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	05/04/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	07/04/2019	05/07/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	05/11/2018	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	07/02/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	03/02/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	15/11/2018	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	14/01/2019	05/07/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	12/02/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	02/06/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	04/04/2019	05/07/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	02/06/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	07/01/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	17/05/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	03/04/2019	05/07/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	01/11/2019

	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/12/2018	05/07/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	01/03/2017	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	31/10/2018	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	06/04/2019	01/11/2019
	Care Assistant - Residential Homes & Day Centres [Trafford]	22/12/2018	01/11/2019
	Cleaner [Trafford]	20/02/2019	01/11/2019
	Social Worker level 3a (Hospital/EDT) [Trafford]	21/02/2019	26/09/2019
	Social Worker level 3a (Hospital/EDT) [Trafford]	11/06/2018	06/07/2019
	Social Worker Level 3 (Hospital/EDT) [Trafford]	05/06/2019	16/08/2019
	Social Worker Level 3 (Hospital/EDT) [Trafford]	07/05/2019	07/08/2019
	Social Worker Level 3 (Hospital/EDT) [Trafford]	17/06/2019	16/08/2019
	Social Worker Level 3 [Trafford]	07/05/2019	29/08/2019
	Social Worker Level 3 [Trafford]	13/05/2019	29/08/2019
	Social Worker Level 3 [Trafford]	28/08/2018	02/08/2019
	Social Worker Level 3 [Trafford]	03/06/2019	03/09/2019
	Social Worker Level 3 [Trafford]	15/05/2019	13/09/2019
	Social Worker Level 3 [Trafford]	18/06/2019	29/08/2019
	Social Worker Level 3 [Trafford]	21/11/2018	12/07/2019
	Social Worker Level 3 [Trafford]	15/10/2018	13/07/2019
	Team Leader [Trafford]	07/05/2019	21/07/2019
	Team Leader [Trafford]	03/06/2019	02/09/2019
Commissioning	Customer Engagement Support Officer - [Trafford]	19/02/2019	01/08/2019
Governance & Community Strategy	Community Safety Manager - [Trafford]	03/04/2018	30/06/2019
	Community Safety Officer -[Trafford]1	11/06/2018	30/06/2019
	Solicitor [Trafford]	21/01/2019	27/07/2019
	Solicitor [Trafford]	21/01/2019	29/07/2019

**It should be noted that in many assignments, the agency worker will be working less hours than the full time equivalent (FTE) hours. 1 assignment does not necessarily equal 1 FTE. It should also be noted that there are assignments, particularly Support Worker and Care Assistant roles where, due to the ad hoc nature of the work and/or being based in various locations, an individual worker may have multiple assignments active concurrently. As an example, 5 Support Worker assignments during a given period of time may be covered by only 2 or 3 workers.*

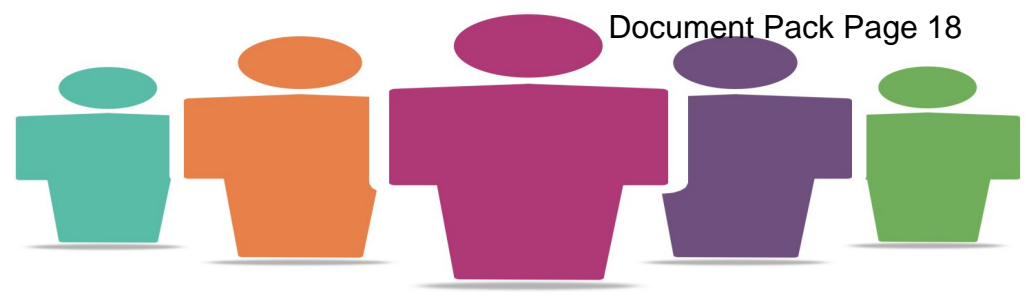
Workforce Update

July 2019



Five Ways
to Wellbeing





JULY

WORKFORCE FOCUS

EPIC Culture Change Programme

The HR Organisational Development Team have worked with the Corporate Leadership Team and colleagues across the Council and CCG, to develop and deliver a culture change programme with 4 values 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 programme is based around four phases. The mnemonic of #EPIC was created to underpin the phases of the strategy (Engage, Promote, Ignite and Cement).

To ensure that staff are fully involved we have a team of 28 pioneers who have been actively involved in the launch and roll out of our EPIC Values, our Wellbeing Offer (#EPIC You) and other projects such as the engagement survey. They will also act as a representative for colleagues at our pioneer forums, feeding back to the corporate leadership team on key issues and will act as a barometer to gauge change.

We have also continued to develop our toolkits and training to support the launch of the new Engage | Achieve | Aspire performance management process.

Staff Engagement Events

We have a new programme of staff engagement events with 2 being held every quarter for staff and one for leaders. These events will give leaders and staff the opportunity to meet with CLT to hear key messages. The sessions will be very much action based so that staff will be able to work with their colleagues to consider topical issues and input to help shape future plans.

The first of the new format events - which was held at Limelight on the 12th July, was facilitated by the Sara Todd and Andrew Western, along with CLT and with support from the Pioneers. The event received positive feedback from all attendees with 100% of colleagues “Strongly Agreeing or Agreeing” that the event was informative, engaging and that they would recommend this event to other colleagues. A full evaluation of the event was undertaken so that staff are shaping the future sessions.

My Trafford Way/PSR

Cohort 3 of the front line and leaders programmes concluded in July and alongside paper evaluation, a face to face feedback session was undertaken with front line workers who attended the programme.

We have also undertaken evaluation with colleagues who attended the initial cohort in 2018, to ascertain how they have embedded their learning 6 to 9 months on and to identify the challenges and successes post training. We are currently analysing this feedback.

JULY

WORKFORCE FOCUS



Employee Recognition Awards

We have launched this year's Employee Recognition Awards and the fully sponsored celebratory event is being held on Friday 1st November at Lancashire Cricket Ground.

We have five new award categories:

- Working in Partnership Award
- Values in Practice Award
- Aspiring Leader Award
- Making a Difference Award
- The Health and Social Care Award

As well as:

- Apprentice of the Year
- Employee of the Year
- Manager of the Year
- Team of the Year

Bike checks

In support of Clean Air Week and continued delivery of our '#EPIC You' Employee Health and Wellbeing Strategy, a special free 'Dr Bike' session was arranged at TTH on 18 June. A cycle mechanic was on hand for colleagues to have their bikes fully checked over and ensure they were ready for cycling during the week and beyond.

The health and environmental benefits of cycling were also communicated and our cycle to work scheme was promoted to encourage more colleagues to use their bikes on a regular basis.

Volunteering

National Volunteers week was 1st to 7th June and we promoted volunteering to staff to help them understand the benefits of helping their community and to encourage them to consider options. We highlighted our Employee Volunteering policy, under which staff can have paid release to volunteer for up to 2 days each year, provided they at least match this in their own time and certain criteria are met.

Working Carers

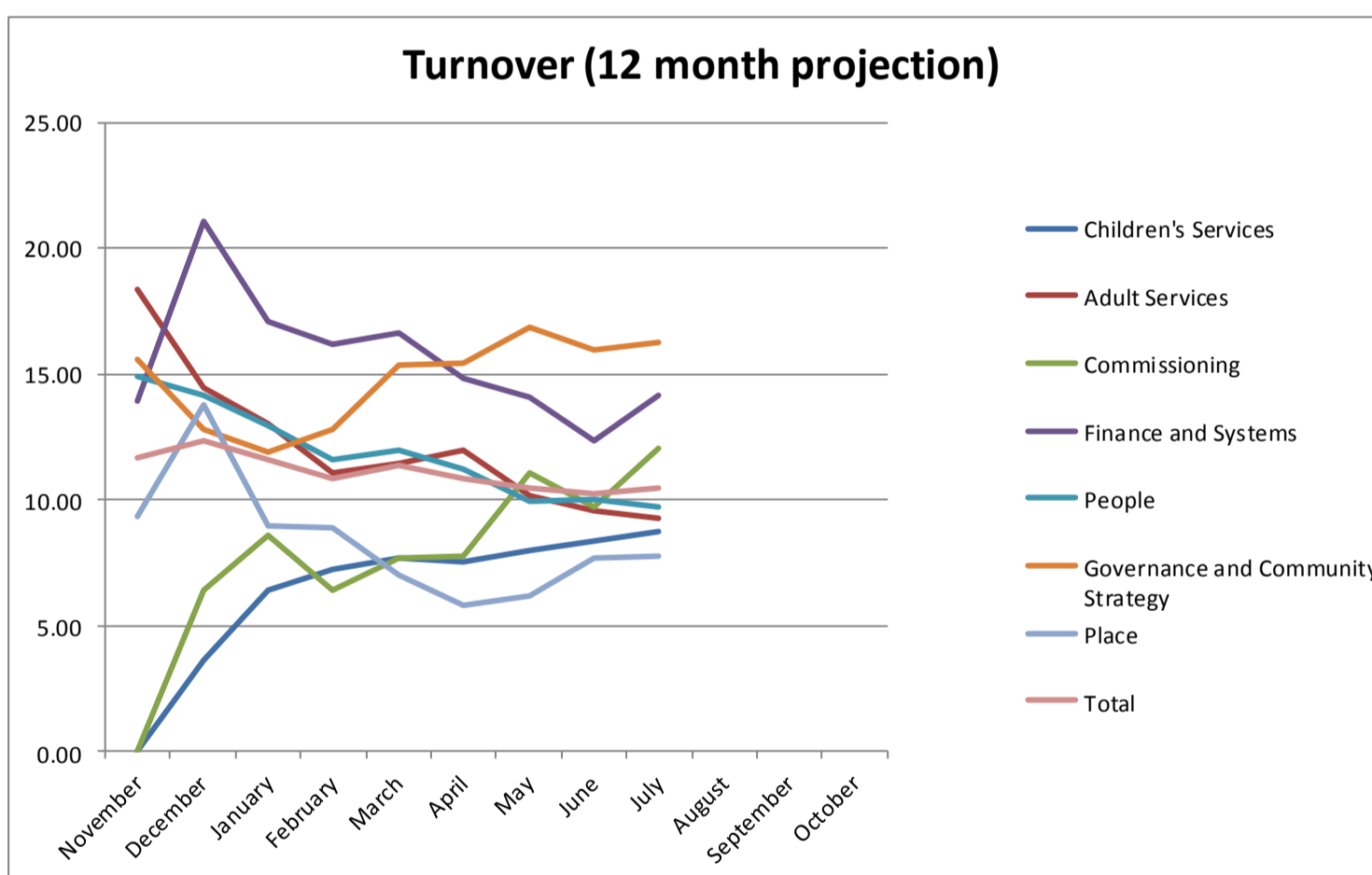
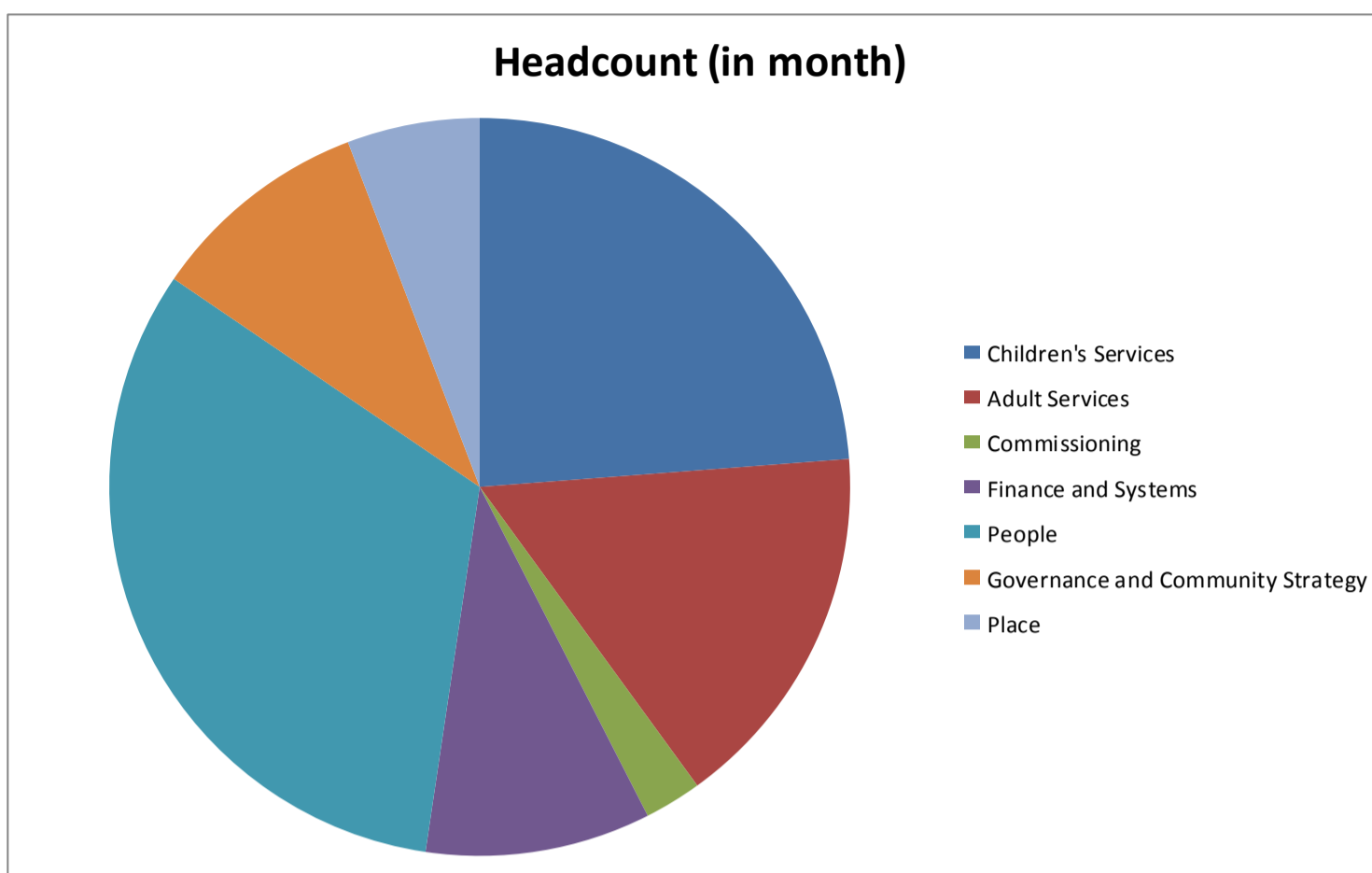
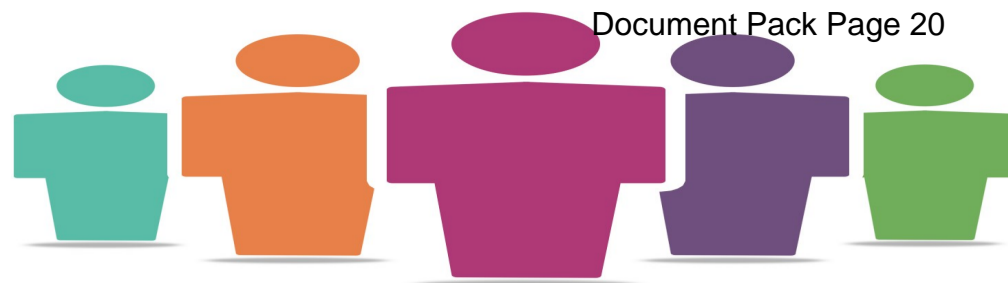
To link in with Carer's Week which was 10th to 16th June, we made a pledge on the Carer's Week website to show our commitment, both to staff who have caring responsibilities and also to residents who are carers. We also raised awareness of working carers and the support available, which includes the Carer's support network for staff and the carer's action plan which is a joint plan that the Council and CCG are working towards.

Digital Eagles

The Digital Eagles programme in partnership with Barclays, concluded in July 2019. The final day explored 'living life online', as well as the impact of social media.

The programme concluded with thoughts on how the Eagles can adopt new technologies to overcome some of the challenges in the workplace. Some practical examples were taken away, with follow-up sessions for the group to reconvene and continue this work already scheduled for August.

RESOURCING

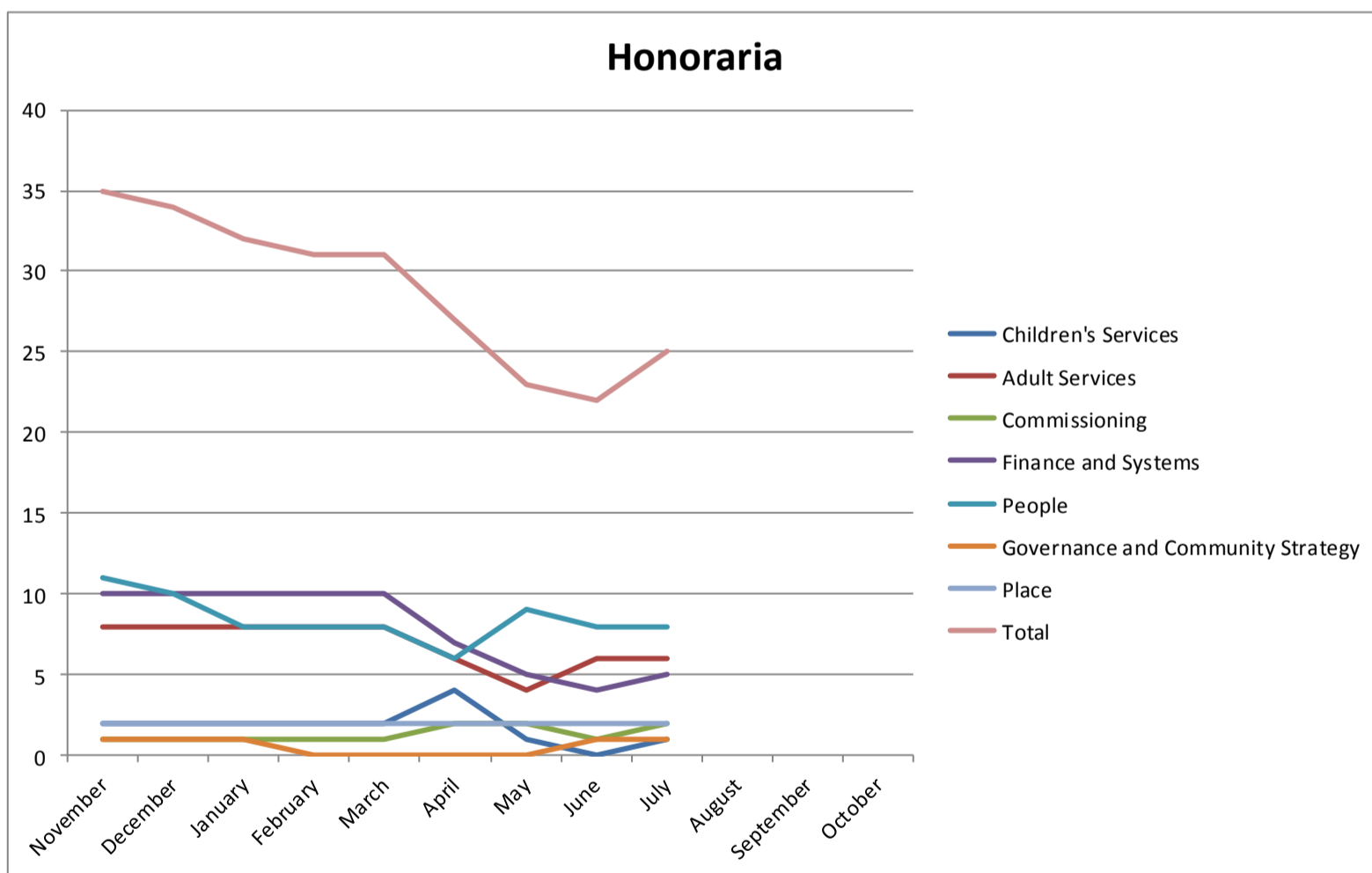
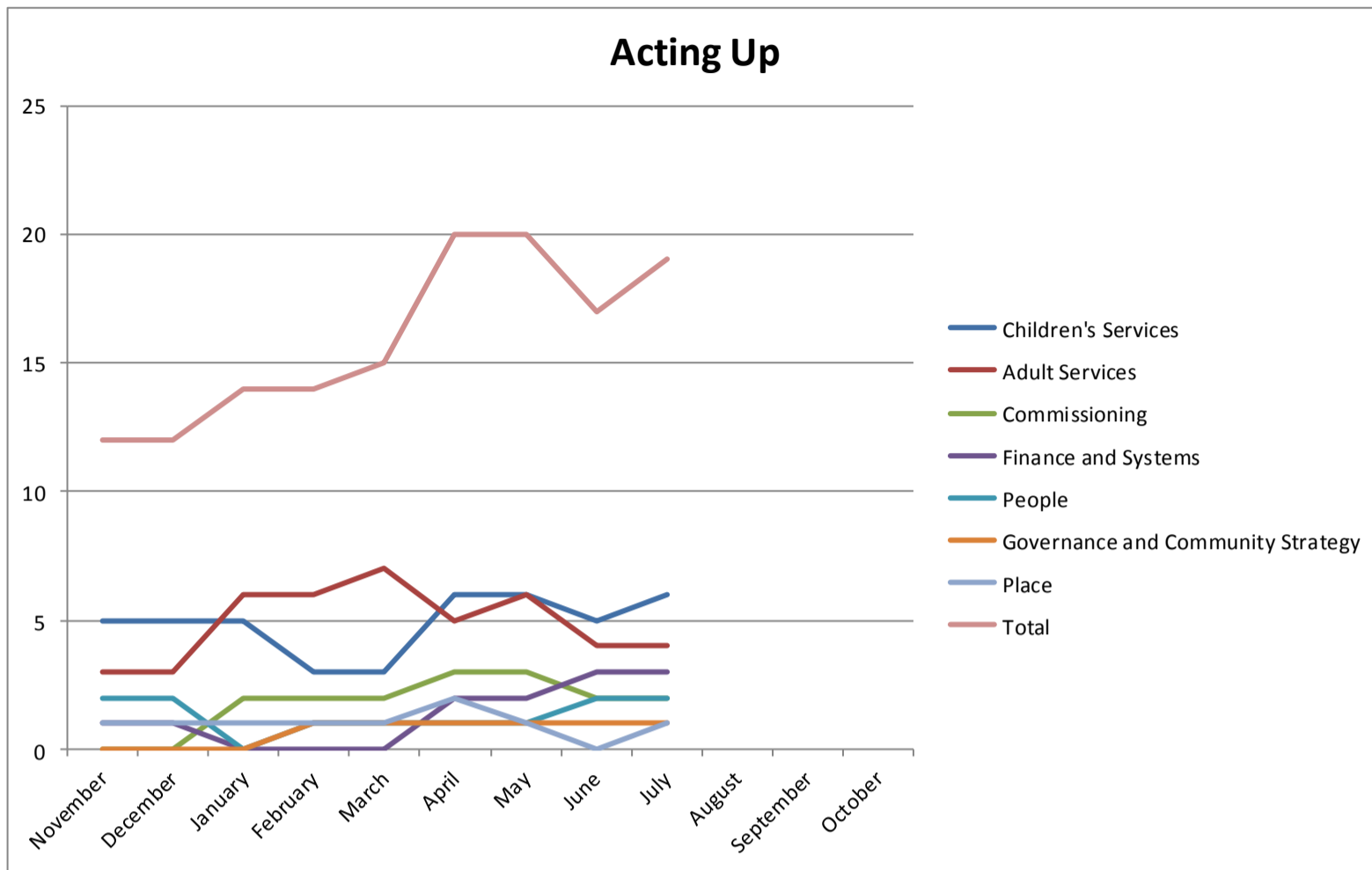


There were 2522 post holders across the Council in July.

26 staff left the Council, which was a significant increase on the previous trend which has seen 17/18 leave each month for the previous 3 months. This increase is in line with the normal annual trend which tends to have a spike in leavers over the summer months. The Finance and Systems directorate saw an increase in July with 6 leavers in the month across 3 services—this was further to having no staff leave in June.

In July, the turnover projection for 12 months is 10.46% which is a slight increase from the previous month. However turnover for the Council as a whole remains relatively stable. Turnover remains highest in Governance and Community Strategy at 16.25%. The leavers are across different services.

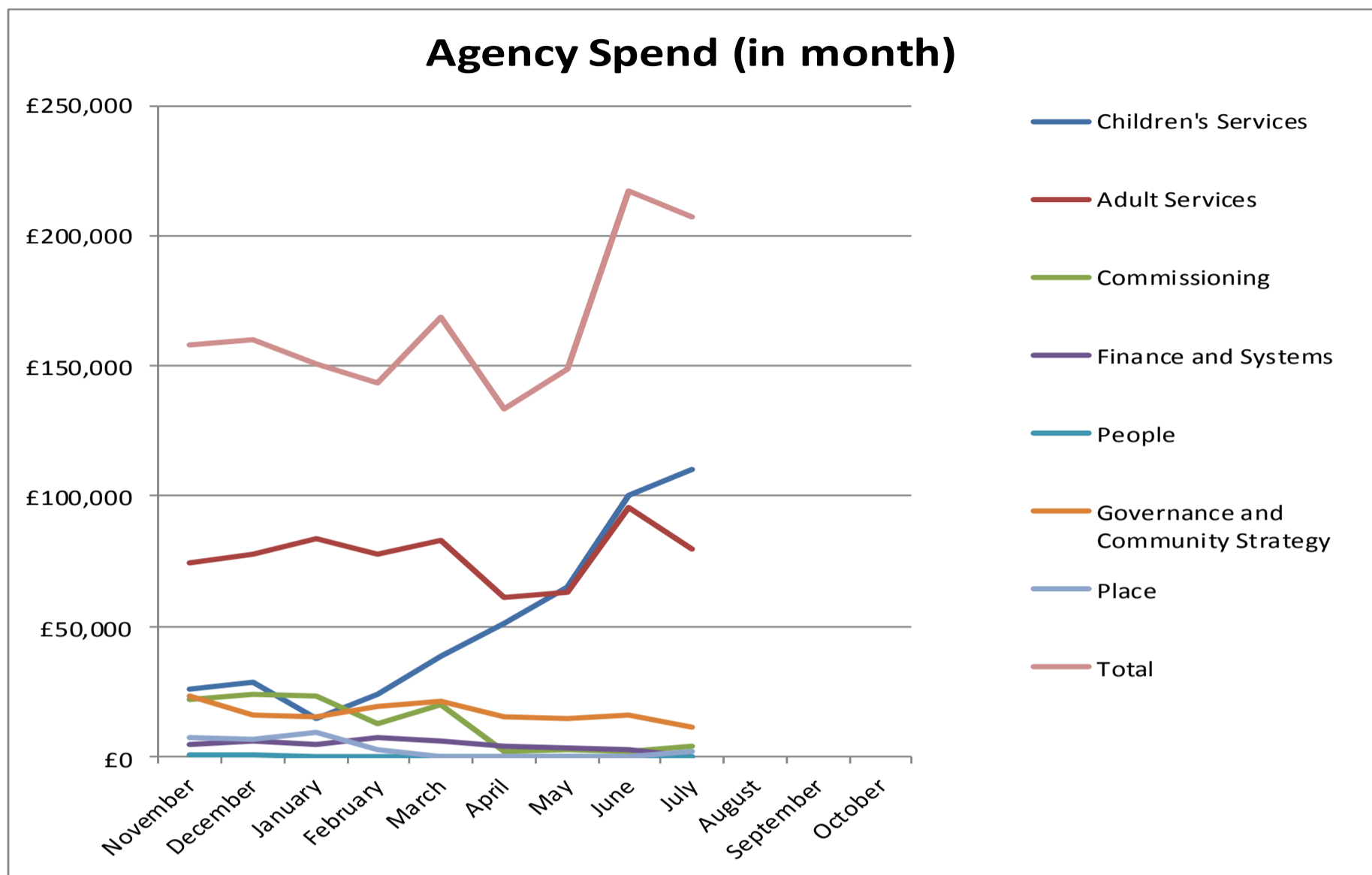
RESOURCING



The number of acting-ups and honoraria in July overall have increased slightly.

Both acting up and honoraria provide staff with a great development opportunity and also fill gaps during organisational change. The arrangements are continually monitored to ensure that they are only undertaken for appropriate time periods.

RESOURCING



There was a significant increase in agency spend in June and July, with July spend at £207,273. There have been significant increases in agency usage in the Children’s Service directorate and this is mostly due to needing to ensure that we have adequate staffing to progress the Children’s Services Improvement Plan, so that we can deliver first rate services for our children, young people and families. The Adult Services directorate saw a reasonable increase in June to £95,941. There were increases in most services, however the largest was in Ascot House which moved from a spend of £22,395 in May to £39,811 in June.

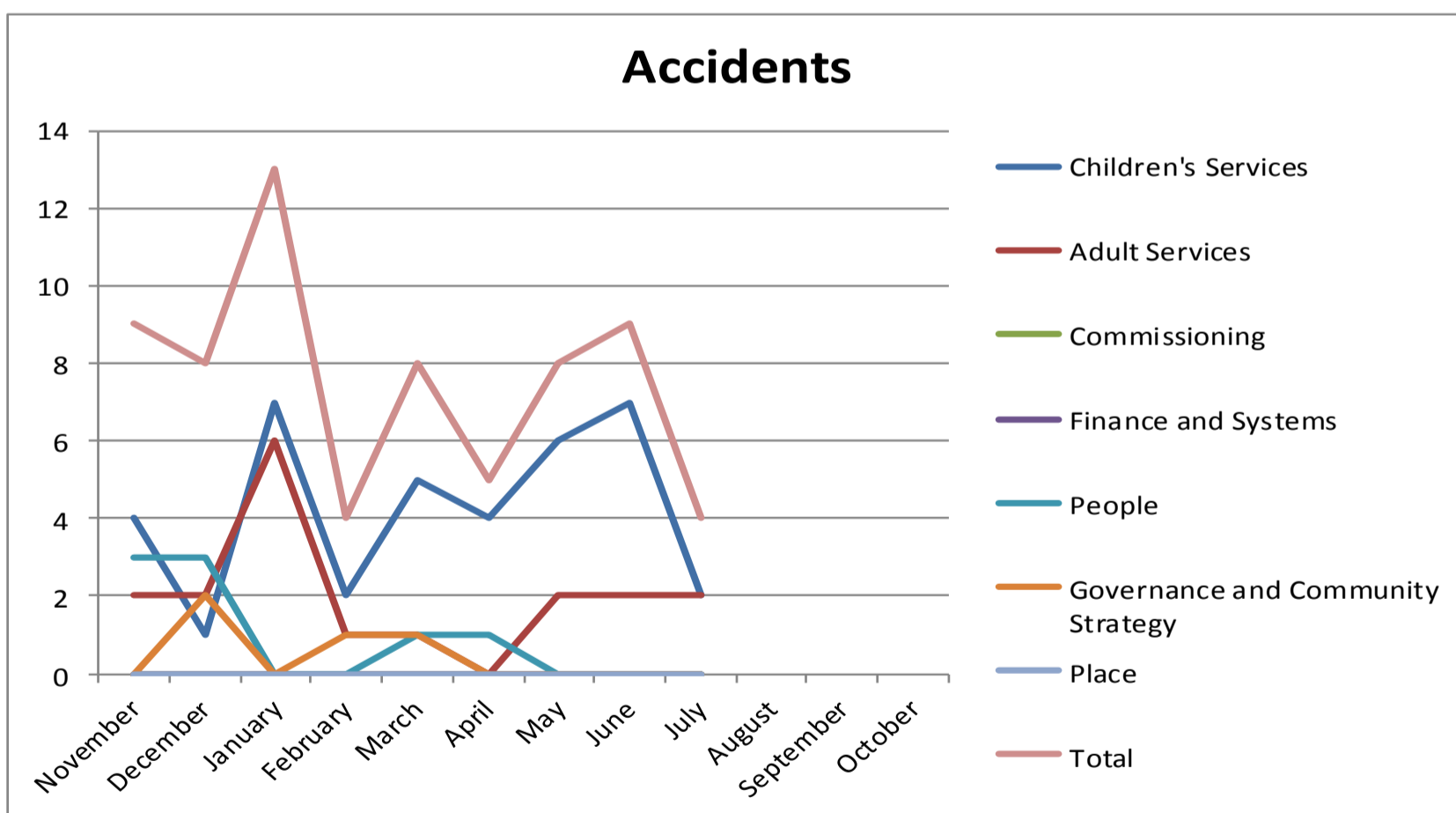
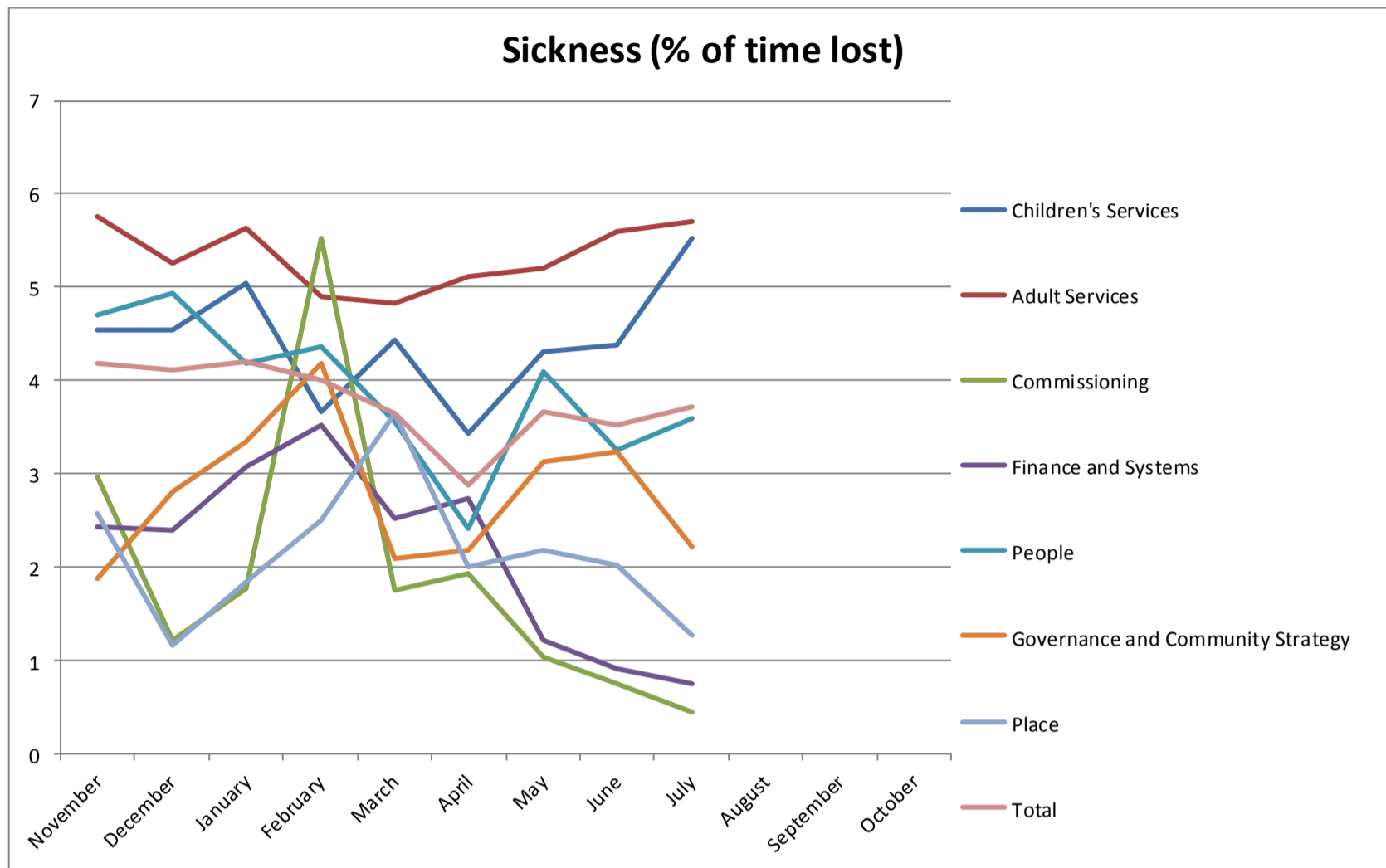
The Finance and Systems and People directorates didn’t use any agency staff in July and People have had no reliance on agency since December 2018.

Spend is from within existing budgets and continues to be monitored.

WELLBEING



Five Ways to Wellbeing



At 3.71%, July's sickness levels have increased slightly from the previous month however the figures are still significantly lower than late 2018. As we are currently reporting the sickness in month, as opposed to on a rolling 12 month period, there are likely to be variations each month. There has been a higher increase in long-term absence as opposed to short-term absence. Sickness in Children's services experienced the largest increase from 4.38% to 5.52%.

After a spike in May and June, the number of accidents has reduced to in July which is the lowest number for several months. There were 2 each in Children's Services and Adult Services.

TALENT



New Apprenticeships (since April 2017)

Directorate	Target	New starts April 2017 onwards	New starts in month May 19	Conversions April 2017 onwards	Conversions in month May 19	Total
Children's Services	12	5	0	37	0	42
Adults Services	11	0	0	33	1	34
Commissioning	2	1	0	0	0	1
Finance & Systems	6	10	0	16	1	27
People	18	10	0	33	1	44
Governance & Community	5	5	0	2	1	8
Place	3	2	0	0	0	2
Schools	42	8	0	32	1	41
Total	99	41	0	153	5	199

Celebrating Success recipients

Directorate	Number
Children's Services	0
Adults Services	0
Commissioning	0
Finance & Systems	0
People	0
Governance & Community	4
Place	0
Total	4

Apprenticeships by level

Level	No of Apprentices (incl. schools) (April 2017 onwards)
2	40
3	81
4	29
5	36
6	8
7	5
Total	199

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



Apprenticeship activity

HR and staff met with the provider who will be delivering the new L&D Practitioner Level 3 and L&D Consultant/Business Partner Level 5 apprenticeship standards and so far we have 5 staff who want to enrol on these apprenticeships in January.

2 apprenticeship opportunities have been established. The first is a Children & Young Persons Apprenticeship which is being promoted to our care leavers. The other is a Teaching Assistant Apprenticeship at one of the secondary schools and there is a former pupil who is interested in this.