

## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 11<sup>th</sup> September 2017  
**Report for:** Information  
**Report of:** Deborah Lucas, Acting Director of HR

### Report Title

**Workforce Update**

### Recommendation(s)

**It is recommended that Employment Committee notes the content of this report**

Contact person for access to background papers and further information:

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Relationship to Policy Framework/Corporate Priorities	This proposal aligns with the council's Corporate Priorities in respect to 'Low Council Tax and Value for Money' and 'Reshaping Trafford Council'.
Financial	The workforce update provides a monthly snapshot of key activities across the organisation and allows for early interventions and strategies to be developed that will support effective workforce resourcing, wellbeing and development which will reduce related costs.
Legal Implications:	The implementation process will be fully compliant with employment legislation.
Equality/Diversity Implications	Equality Impact Assessments will be undertaken in line with the Equality Framework at the appropriate time.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	Scrutiny of workforce data identifies staffing related issues at an early stage and ensures that early intervention strategies can be put in place.
Risk Management Implications	The risks associated with monitoring workforce data are low.
Health & Wellbeing Implications	Scrutiny of workforce data will identify staffing related issues at an early stage and help to support interventions to improve the health and wellbeing of the workforce.
Health and Safety Implications	As above

## **1. BACKGROUND**

- 1.1 Workforce metrics help to determine the value and effectiveness of HR initiatives and provide valuable data to inform the development of HR strategies and workforce planning.
- 1.2 Workforce data typically includes areas such as staff turnover, absence levels, training and development, etc.
- 1.3 Traditionally, we have reported on HR data in discrete areas such as sickness absence, agency spend, staff engagement, apprenticeships, etc. with reports being presented to bodies such as Employment Committee, JCCs, CLT, etc. and also included as part of the ADP.

## **2.0 REVISED APPROACH**

- 2.1 In order to optimise the benefits of workforce metrics, an approach has been developed which pulls together a full data set of key metrics on a monthly basis, in a user friendly format, entitled 'Workforce Update'. This format gives headline data, by directorate and is supported by a narrative which highlights trends and issues that are of importance.
- 2.2 The Workforce Update is presented to CLT and the Leader on a monthly basis and is also published on the Council's intranet site so that staff have sight of activity across directorates.
- 2.3 The benefit of having the data in one place is that linkages can easily be made across data sets and comprehensive HR strategies can be put in place that address wider issues rather than just concentrate on discrete areas.

## **3.0 HIGH LEVEL ANALYSIS OF DATA**

- 3.1 Attached at Appendix 1 is the data set from July 2017. At a high level, the data shows us that agency spend is falling across every directorate and that sickness absence is also falling in each directorate, apart from T&R, where it has increased, primarily as a result of a small number of long term cases. There have been some positive staff engagement pieces with a really successful Health and Wellbeing day taking place on 4<sup>th</sup> July; in addition, the number of workplace accidents remain down on the same period last year.
- 3.2 In terms of talent, over 500 classroom based courses and e-learning courses have taken place and we continue to promote apprenticeships, working towards achieving our target of 123 apprentices over the next 3years.
- 3.3 As part of the July metrics, an exercise was also undertaken to look at a snapshot of the age profile of our workforce. This will particularly assist us with workforce planning for the future.
- 3.4 This data shows us that nearly half of our workforce is aged over 50, with only 8.4% of staff aged below 30. Therefore, over the next 10 to 15 years as our older employees retire we need to ensure that we have sufficiently skilled and

experienced staff ready to take on existing and evolving roles at different levels and across all services.

- 3.5 From the initial data analysis, it is clear that there are a number of services with significantly high numbers of staff in older age bands, although some of these are services that traditionally attract older workers (e.g. school crossing patrols, catering and cleaning, passenger assistants). There are other services and job roles, however, that have disproportionately high numbers of staff in these older age bands (e.g. Access Trafford, ICT, Finance, HR, MARAS, Social Workers) and strategies will need to be developed to address staff retiring from these critical areas.
- 3.6 A review and modernisation of our approach to recruitment, as well as the rollout of our succession planning strategy and strategies for increasing the numbers of apprentices joining the Council will support this aim.

#### **4.0 RECOMMENDATION**

- 4.1 Employment Committee is recommended to note this report and the work that is being undertaken to develop HR strategies to address workforce issues highlighted by this data analysis.