

Workforce Update

July 2018



Five Ways
to Wellbeing



JULY WORKFORCE FOCUS



Commissioning

A series of Strategic Commissioning Workshops are currently being scoped in collaboration with colleagues from the Council, CCG and AQuA. The aim of the workshops are:-

- To support the development of a single narrative for commissioning in Trafford
- To build relationships across the new commissioning team
- To reflect and agree how commissioning needs to change to support the Local Care Alliance
- To agree joint system leadership behaviours (providers and commissioners)

The second of 4 workshops will take place on Monday 17 September 2018.

Social Care Reform

We have commissioned Coachingworks4me Ltd to partner with us to develop and deliver a series of sessions for #Trafford Way following on from the induction sessions. Nearly 300 staff have attended so far and there are two remaining induction dates: 10th September and 8th October.

Vision and Values

We are commissioning an OD Partner to work with us and the senior leadership team to refine our vision and develop organisational values for Trafford. Proposals are being developed for engagement events with staff from September onwards.

Learning & Development

We are looking at self-service for managers for the I-Trent HR system so that all learning activities can be booked directly on the system.

Recruitment

We are reviewing the end to end recruitment process and a working group has been established to review how we can improve and streamline the process, including shortlisting, induction and panel member training.

Organisational reviews

- One Trafford Partnership
- Star Procurement
- Planning & Development
- Revenues & Benefits

Trade Union (Facility Time Publication Requirements) Regulations 2017

The new regulations brought in a requirement for the Council to collate and publish, on an annual basis, a range of data on the amount and cost of facility time. The figures for the period April 2017 to March 2018 were reported for the Council's central function and also education function (community, voluntary controlled, community special and maintained nursery schools). They were published on the Council's website and through the national reporting service by the deadline of 30th July 2018.

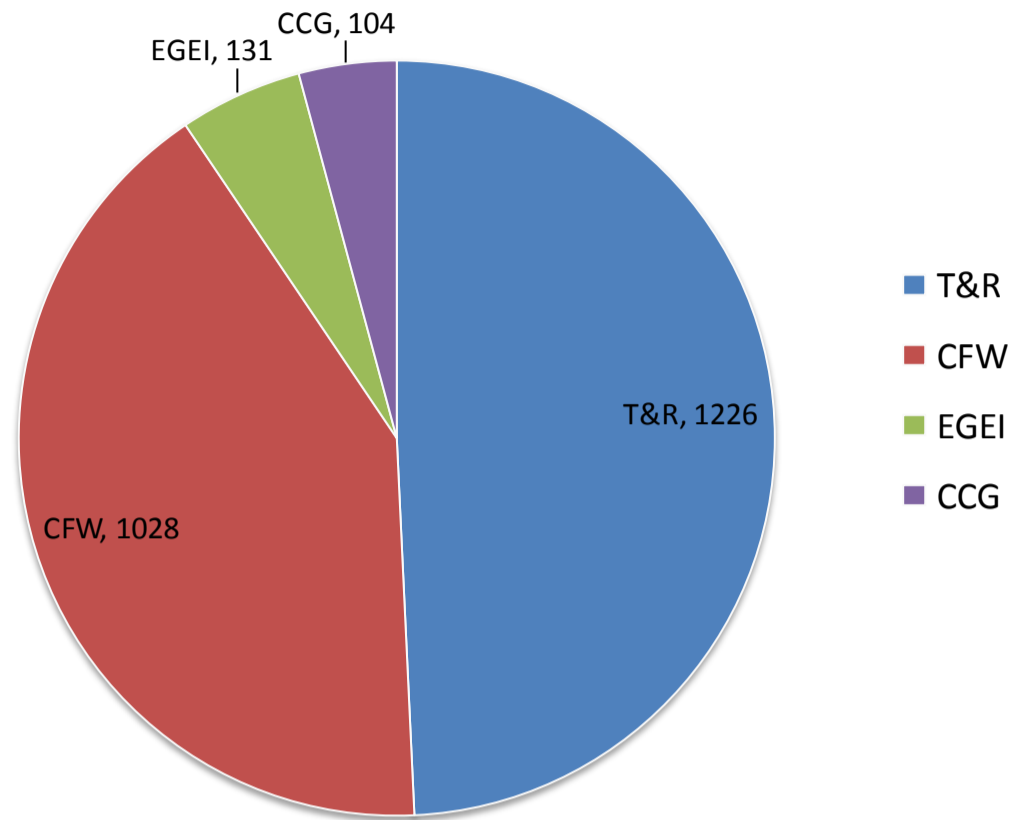
Court of Appeal decision on 'sleep-ins'

Recent case law had determined that the hours during a 'sleep-in' shift (when an employee is normally sleeping, but available should they be needed) should be considered to be working time, which means that the national minimum wage should be payable when gross pay and total hours worked are taken into consideration. Mencap took their case to the Court of Appeal, which has overturned the previous decision and clarified that only time spent awake and working during a 'sleep-in' shift will count as work time for the purposes of the national minimum wage. For reasons not connected to the case, our Supported Living service have reviewed their use of sleep-ins and are reducing the number of shifts in most facilities, implementing an on-call system instead. The appeal decision will have a much greater impact on commissioned services as the previous ruling would have meant a huge increase in costs borne by private providers. Unison are going to appeal to the Supreme Court so we will continue to monitor the situation in case the ruling changes.

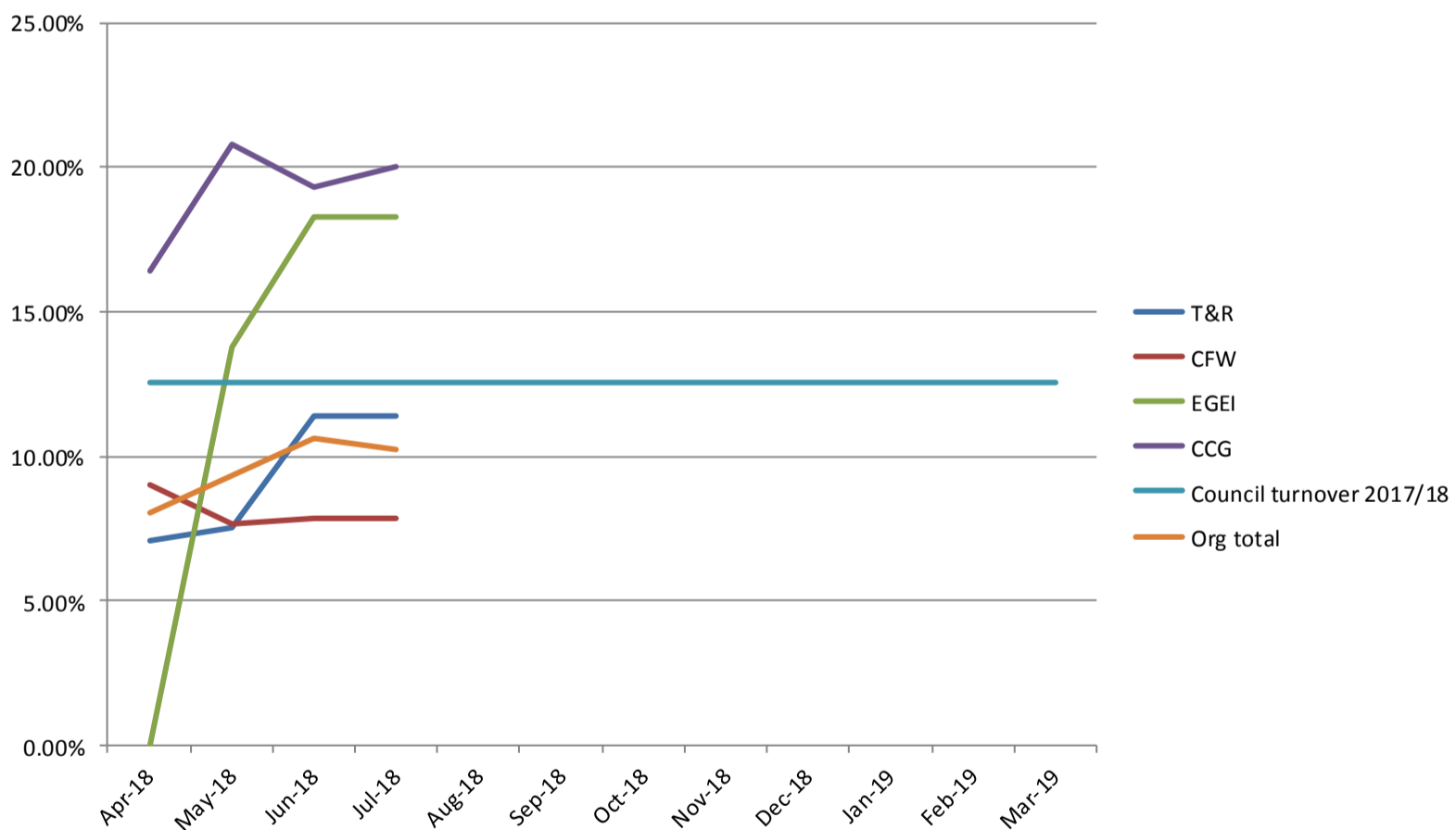
RESOURCING



Headcount (in month)



Turnover (year end projection)

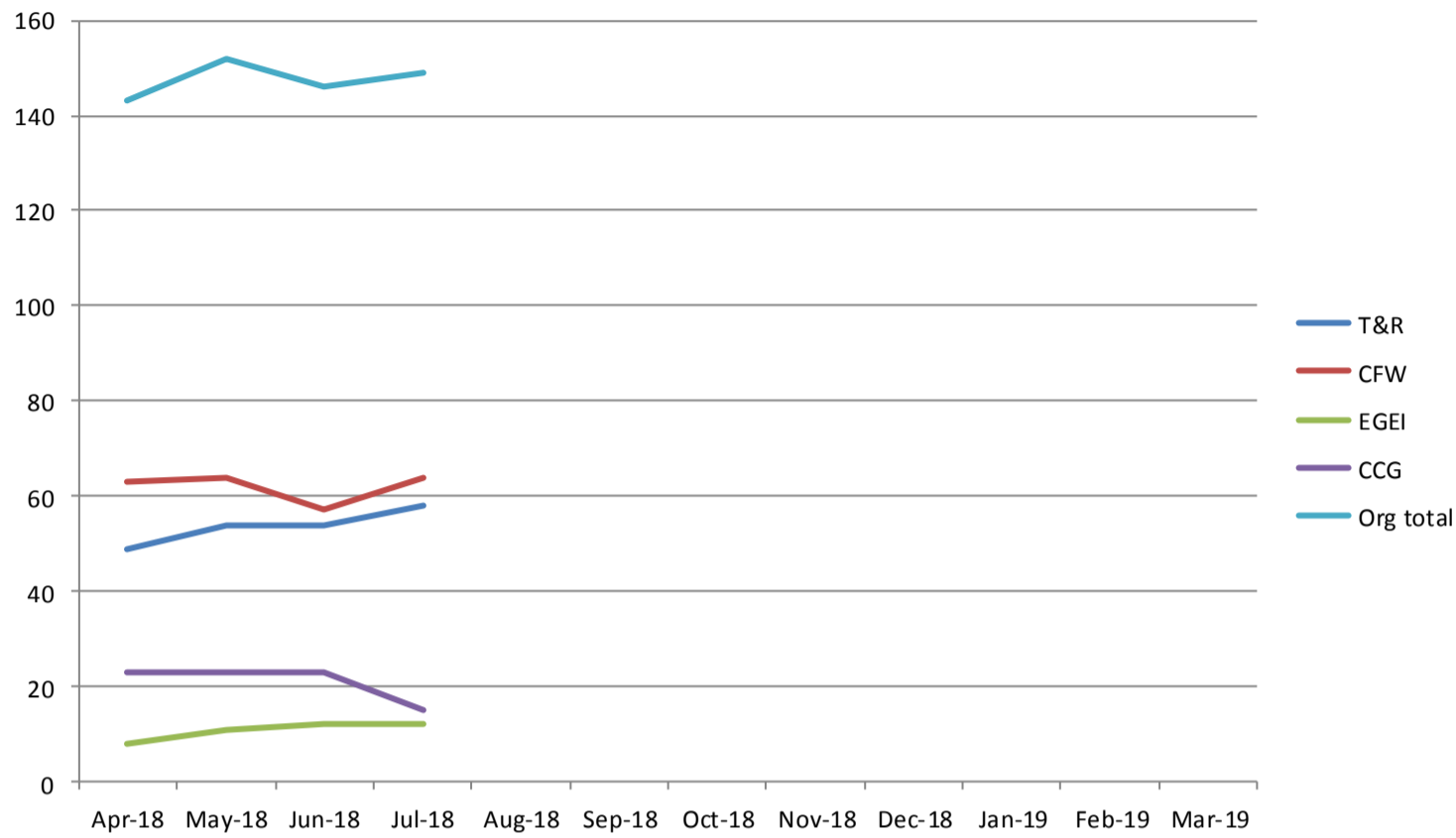


The organisational total year end projected turnover figure now encompasses the CCG and Council workforce. However the turnover figure for 2017/18 doesn't include the CCG as they weren't part of the organisation at the time. At 10.25%, projected turnover for 2018/19 has decreased slightly from June's figure of 10.64%. The projected levels within EGEI and the CCG remain very high due to the relatively small size of their workforces and both having the same number of leavers as in June. July saw 22 staff leaving the combined organisation.

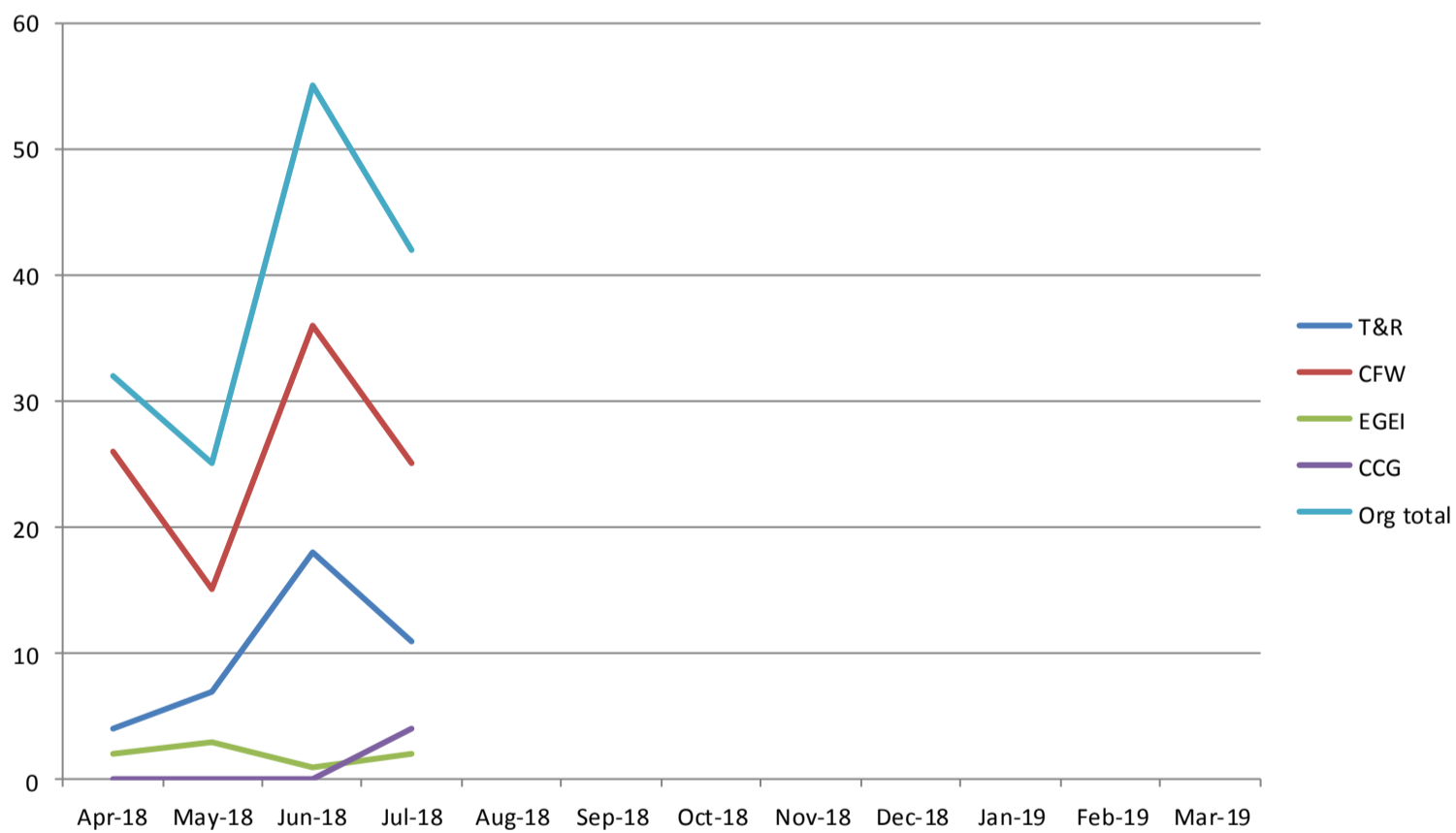
RESOURCING



Vacancies (number of posts)



Vacancies Approved



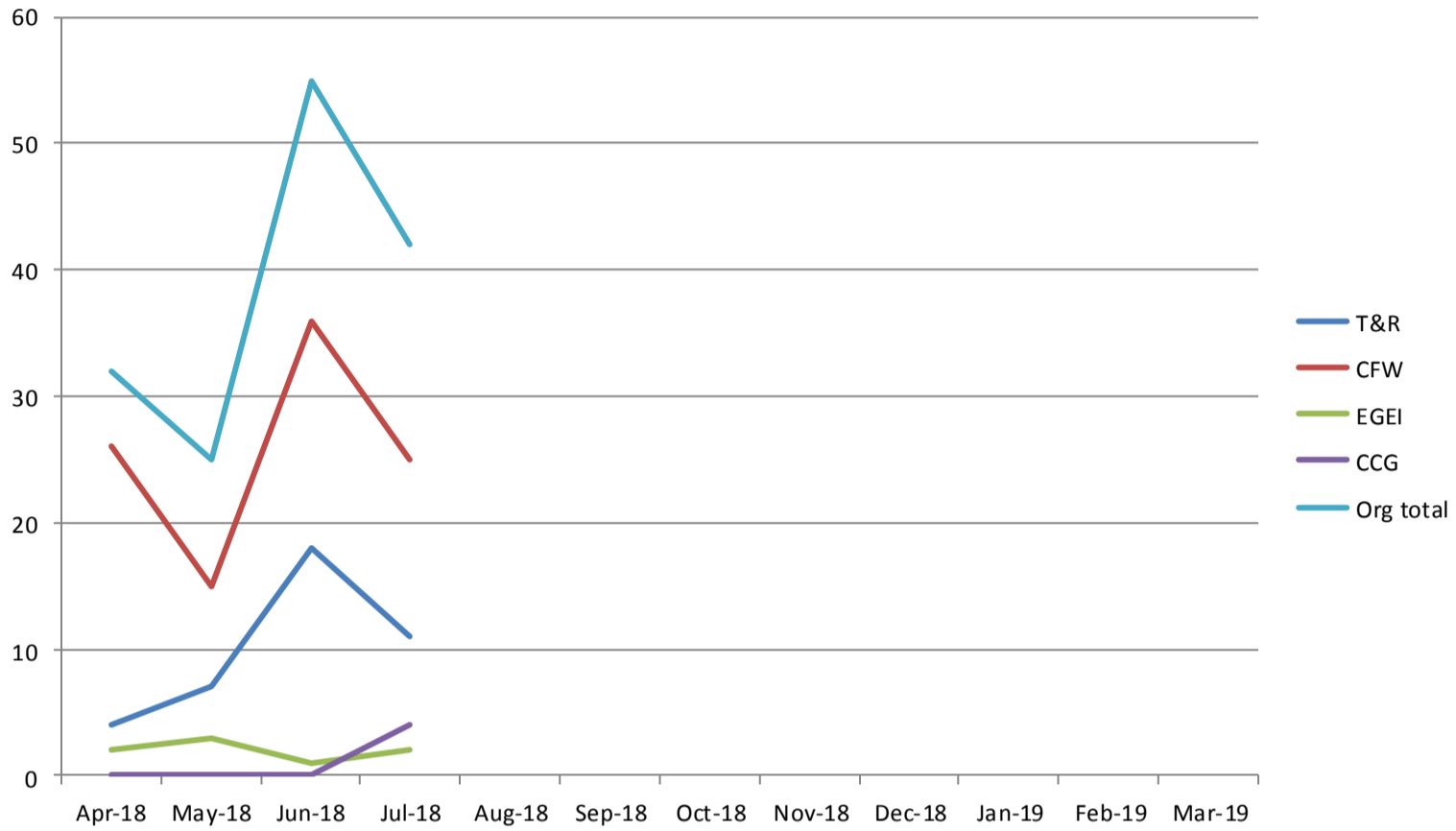
In July there were 149 vacant posts across the organisations, which is a very slight increase on the number in June. The highest level remains within CFW at 64. The level of vacancies in the CCG has reduced from 23 to 15.

There has been a significant decrease in the number of vacancies approved in July, after the large spike in June. Of particular note, no vacancies were approved for T&R in the month, after 18 going through in June.

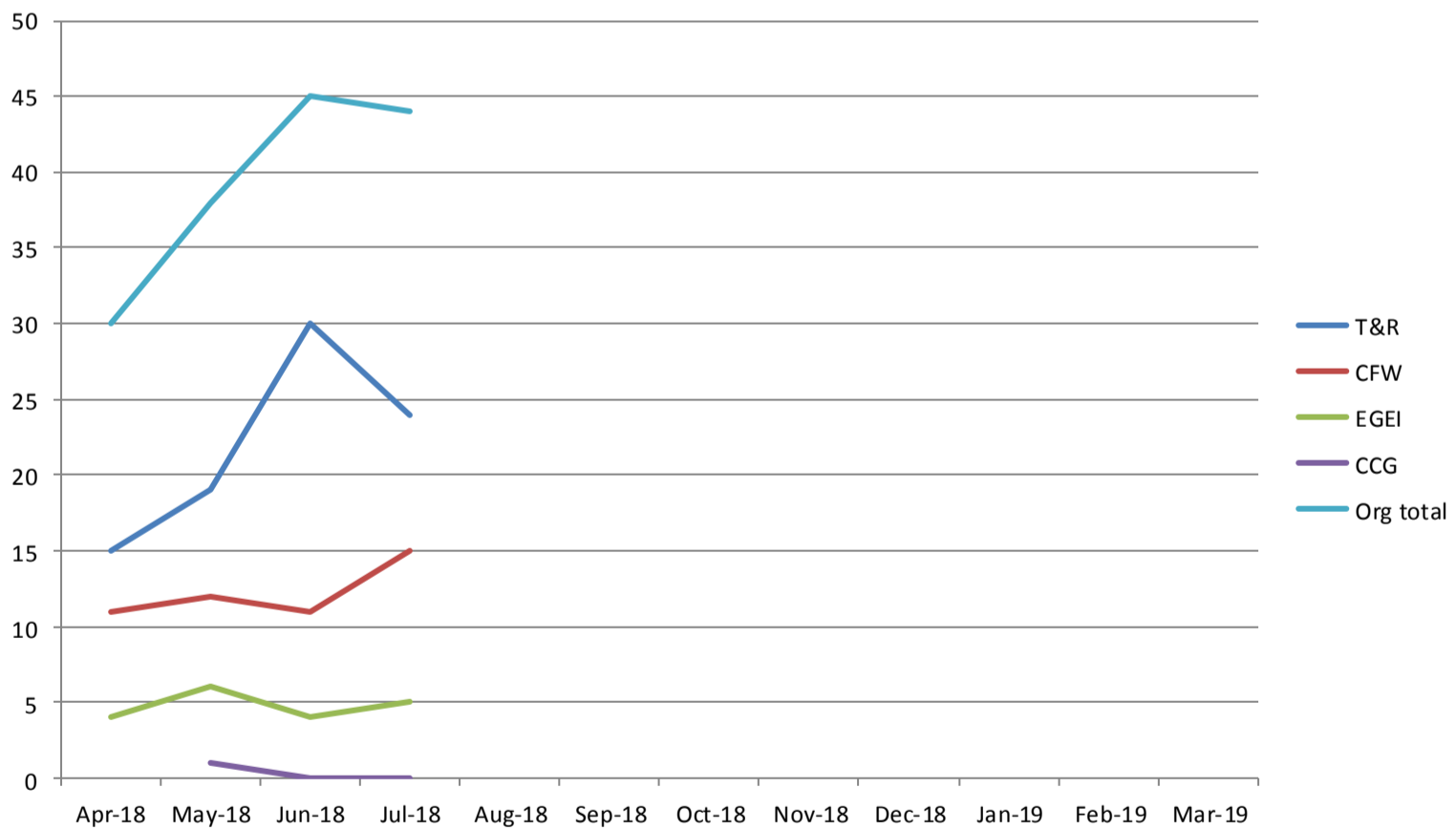
RESOURCING



Vacancies Approved



Honoraria

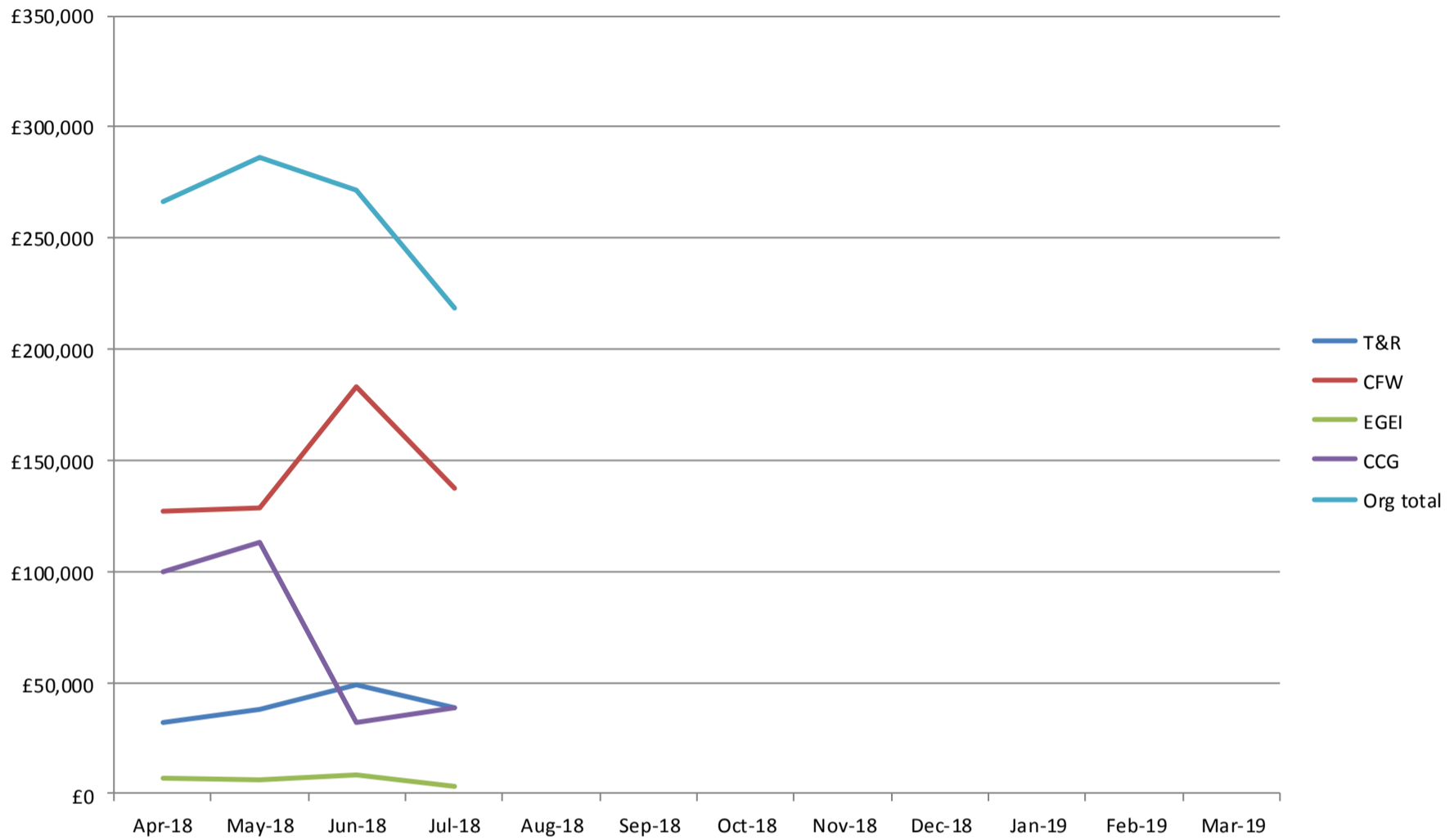


Acting up and honoraria figures for the CCG have only been available since May, so the line on the graph only starts from this time. The number of acting ups and honoraria overall have reduced as compared with the previous month. T&R have seen a reasonable reduction due to some coming to an end and CFW have seen an increase, largely due to some of the changes to the roles of senior staff, affected by the Corporate Leadership Team restructure. EGEI has increased by 1 and the CCG has decreased by 2.

RESOURCING



Agency Spend in Month



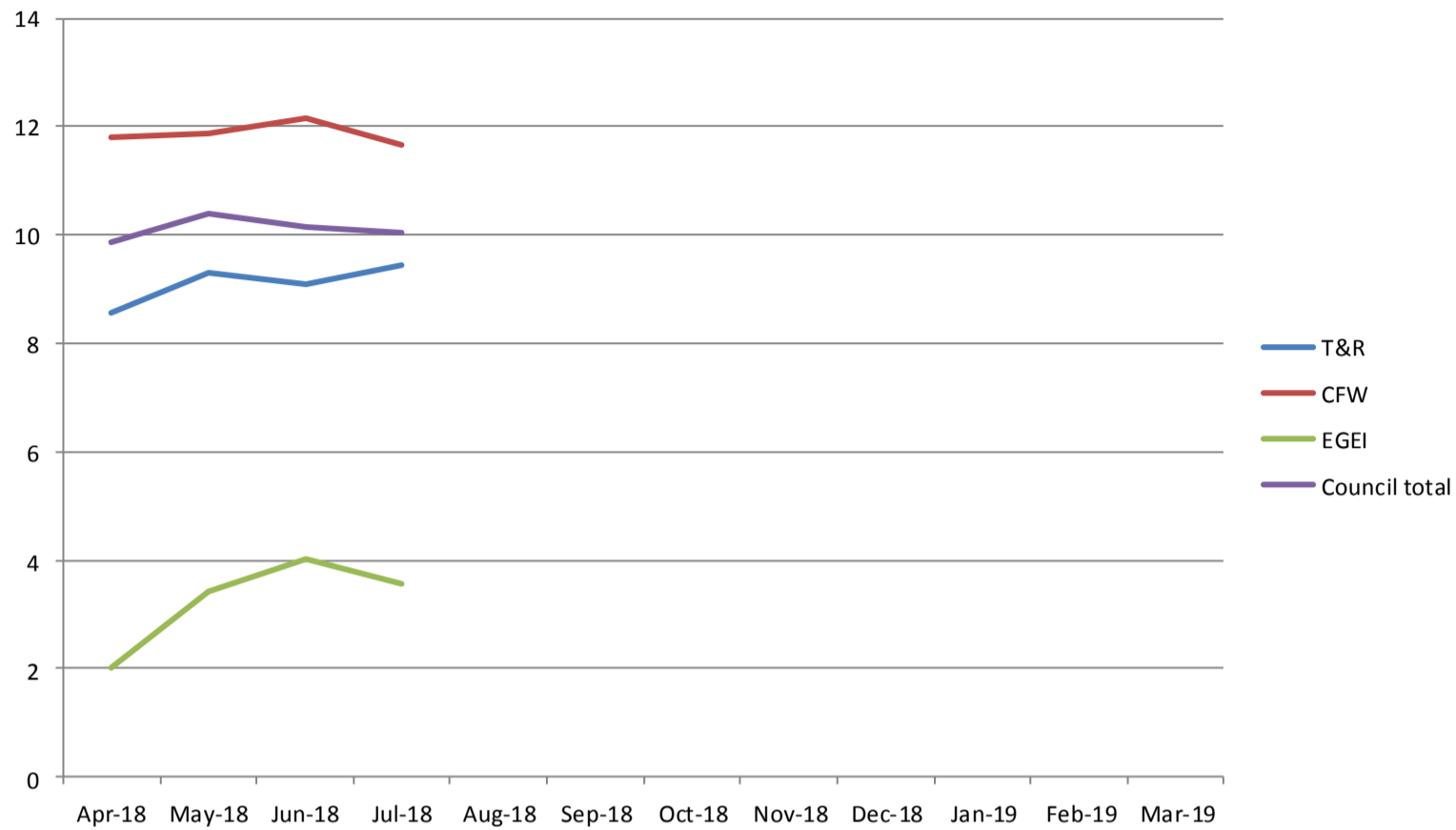
The spend across the combined organisation has reduced by about 20%, from £271,771 in June to £218,466 in July. All areas saw a reasonable reduction in spend except for the CCG which had an increase of just over £7k. However the CCG continues with a much lower level of spend as compared with the beginning of the financial year.

WELLBEING

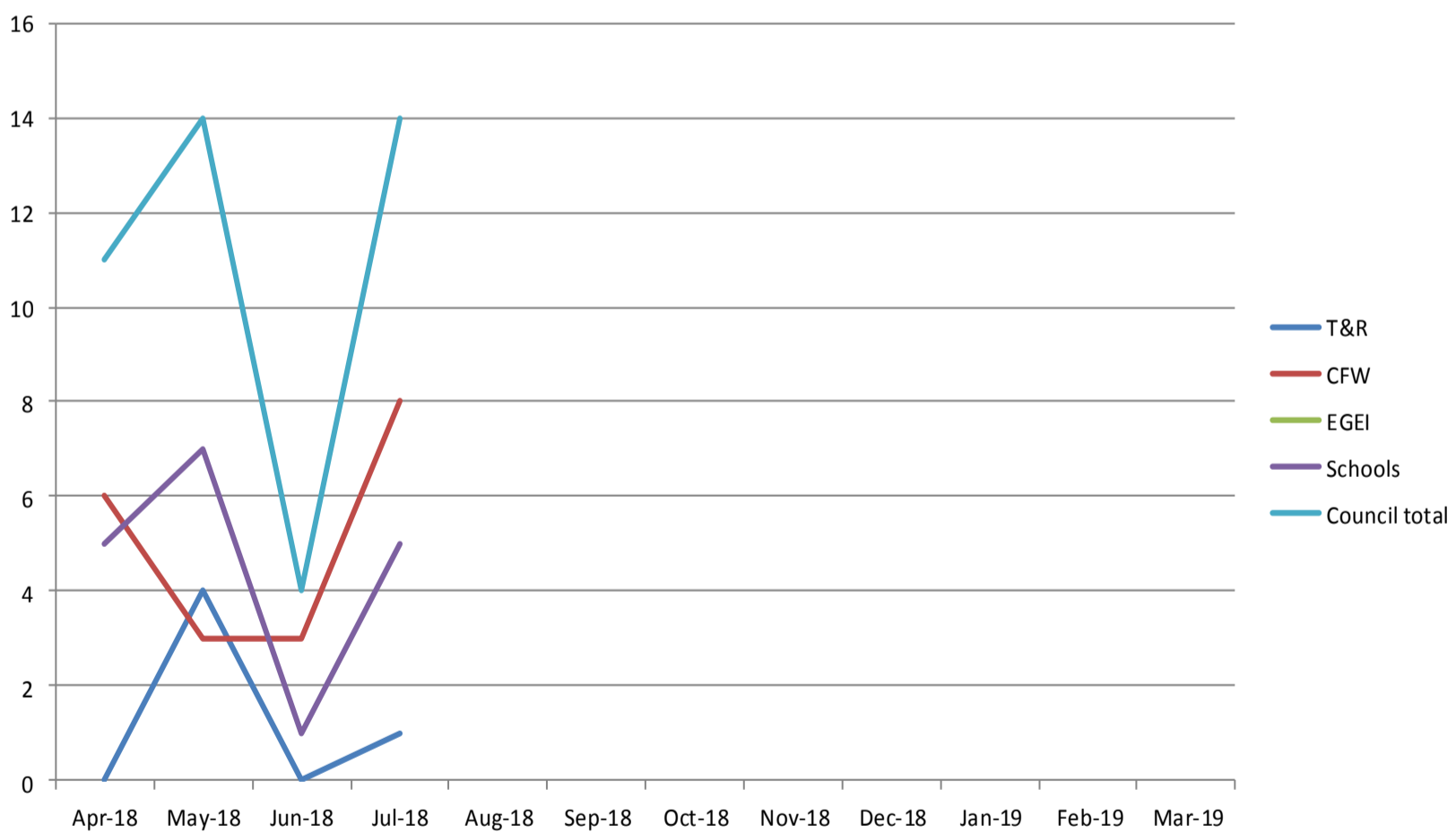


Five Ways to Wellbeing

Sickness (FTE days lost)



Accidents



CCG sickness levels are not yet available for the report as currently the CCG uses a different methodology from the Council for sickness reporting, which is produced centrally. Accident stats are also not available and we are working to align both sickness and accident information.

Sickness absence has decreased slightly overall to 10.06%. There were reductions in CFW and EGEI and a slight increase in T&R.

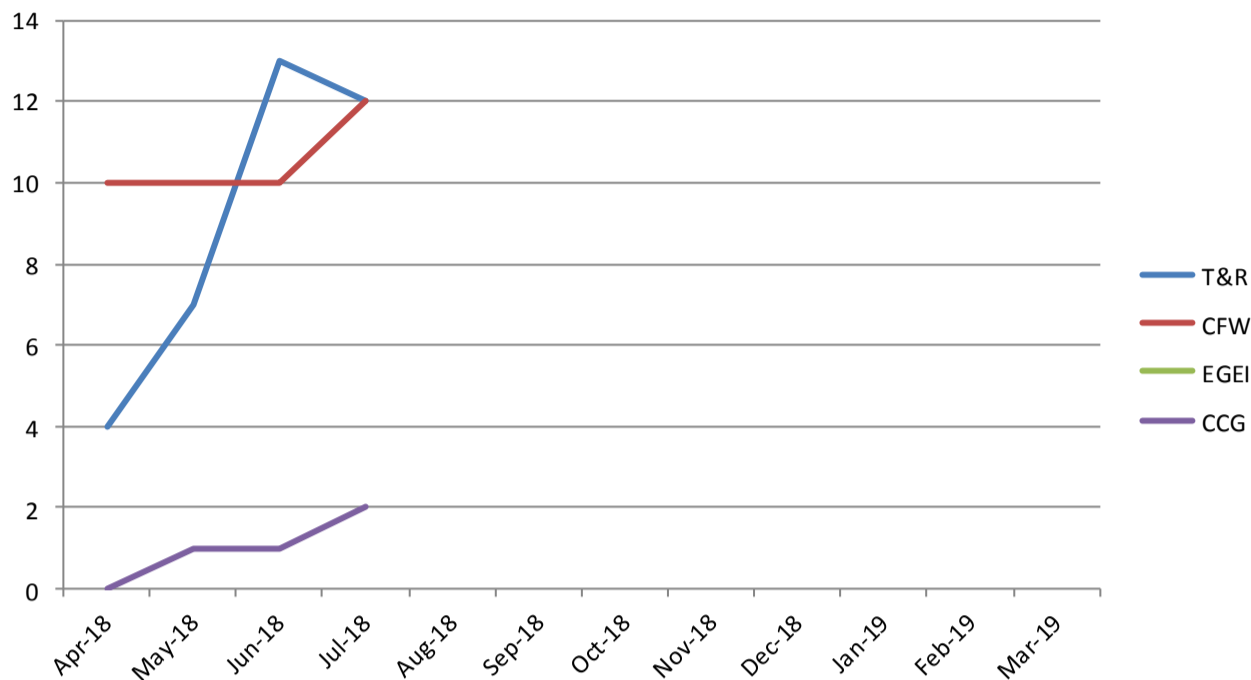
[Accidents narrative.](#)

WELLBEING



Five Ways to Wellbeing

Employee Relations Case Work - Total Activity



Monthly breakdown

Directorate	T&R	CFW	EGEI	CCG
Suspensions	0	1	0	0
Disciplinary	9	6	0	0
Grievance	1	1	0	0
Dignity at Work	0	3	0	1
Capability	2	1	0	1
Total cases	12	12	0	2

The level of employee relations activity remains high, with 2 more cases in July as compared with June. There are still 15 ongoing disciplinary cases across T&R and CFW— some of which are quite complex and time consuming. Although the CCG only has 2 cases, this is a proportionately higher level than within the Council.

Workforce Engagement

Council activity

- In Partnership with Pennine Care, the first 'Thinking Space' lunchtime session was held at TTH. This provided staff with the opportunity to take time out and learn mindfulness techniques.
- The 5 week innovative Offload Mental Health Fitness Program concluded at TTH and Sale Waterside with the delivery of two sessions for staff – Anger Management and Emotional Intelligence.
- A number of walking and cycling activities were available for staff at both TTH and Sale including led walks and cycle rides, free cycle servicing, cycle puncture repair classes and the chance to try a variety of 'pool bikes'.
- The BAME staff network meeting had a focus on health and wellbeing and included signposting to the variety of wellbeing opportunities available to staff.
- An exciting opportunity for Trafford staff to be involved in a unique University study was launched. The SMART Work & Life study aims to help desk-based staff reduce the amount of time they spend sitting both at and away from work, with a view to improving their health. The study over 24 months gives access to free health checks and standing desks.

CCG activity

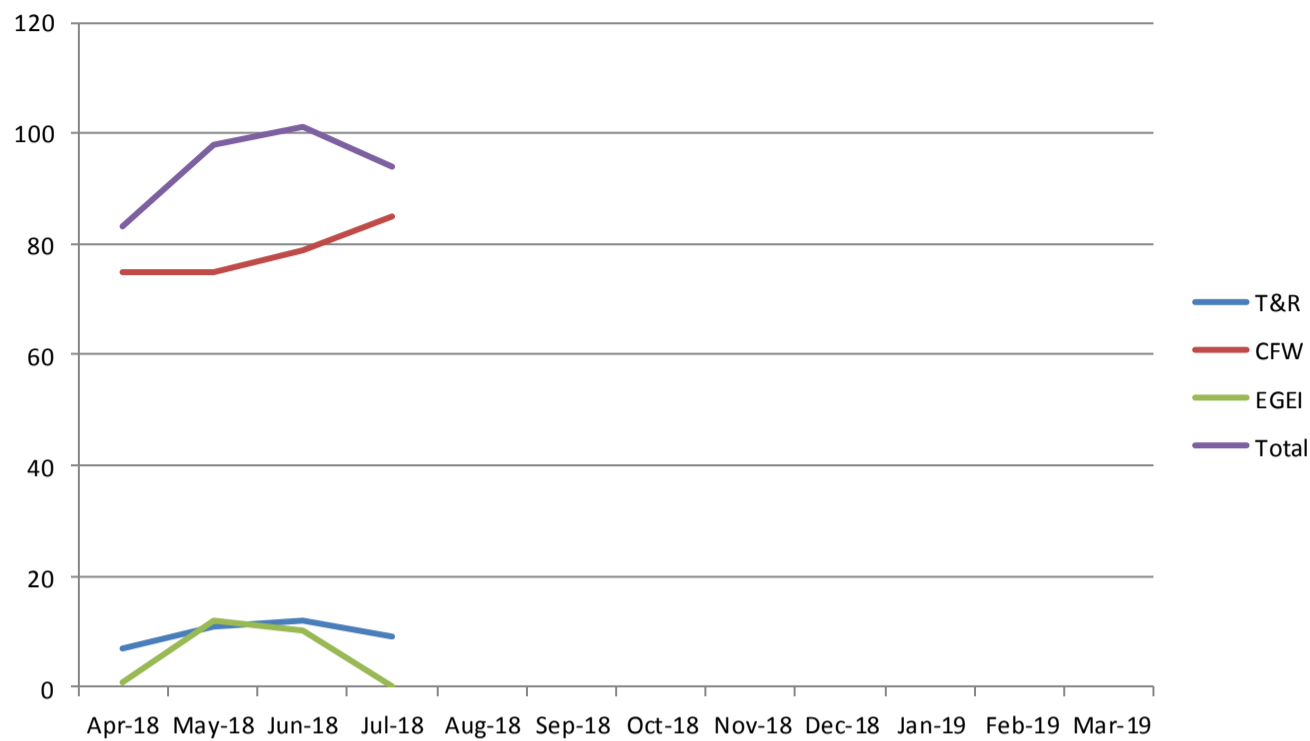
- Anthony Hassall, Accountable Officer held an introduction and welcome session with staff on 12 July.
- Sara Radcliffe, Corporate Director of Commissioning held a Corporate update session with staff on 27 July. Future briefings will take place on the last Thursday of every month.

NHS 70th Anniversary

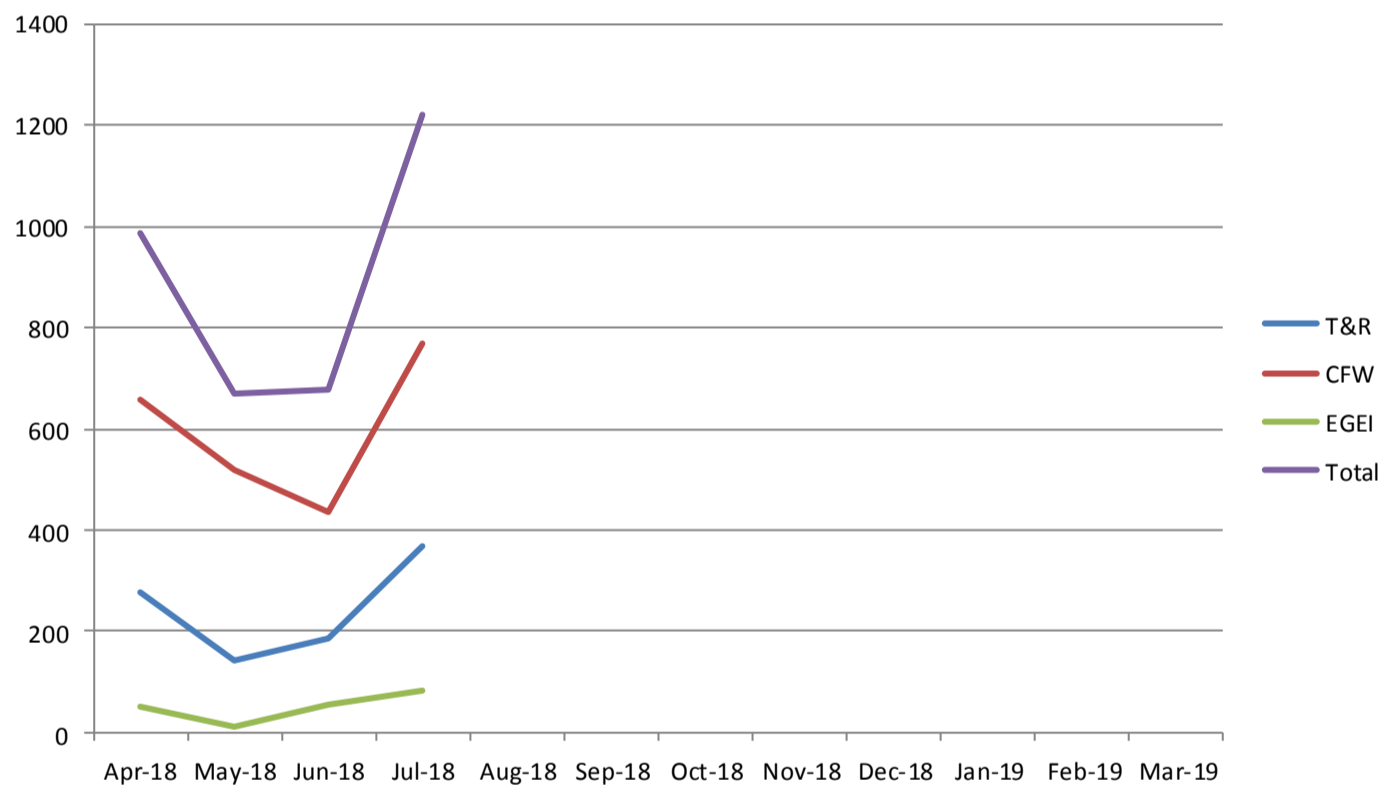
- The Manchester Evening News featured an article with Chief Nurse Mary Moore about working in NHS nursing.
- CCG staff ran an NHS Big7Tea bake sale which raised £160.63 for the local Trafford Hospital charity. Staff also had a chance to make a birthday pledge to use NHS resources wisely and place on our pledge tree. We also had photographs of NHS campaigns throughout the years.
- Sara Radcliffe attended the unveiling of a mural by Kate Green MP at Victoria Parade, which was created by local school children on behalf of Urmston in Bloom.
- Chief Nurse Mary Moore, CHC Clinical Lead Sally Kass and Home Oxygen Lead Viv Smith represented the CCG at the national celebration of thanks for the NHS at Westminster Abbey.



Attended Classroom Courses



Completed E-Learning courses



The course completion figures don't include CCG employees.

Talent has been developed through delivering and commissioning a range of classroom-based learning interventions, including:

Liquid Logic Adults – 3x system training courses, covering various areas of functionality; Young People and Decision-Making; First Aid at Work (Qualification); Introduction to Autism Spectrum Conditions; Social Care Case Recording (x2); Hoarding and Self-Neglect in the context of Safeguarding Adults; Challenging Behaviour and Learning Disabilities; Deprivation of Liberty in Health, Care and Community Settings; Effective Minute-Taking (x2); Safeguarding Adults Enquiry Training.

Train Trafford: Courses made available to external providers on this site include: An Introduction to Autism Spectrum Conditions, Challenging Behaviour and Learning Disabilities; Deprivation of Liberty in Health, Care and Community; Safeguarding Adults Enquiry Training.

National Assessment and Accreditation System (NAAS) update

- The Career Progression Policy for Children and family social workers has been amended in light of NAAS. From September 2018, a social worker can either: follow the traditional career progression pathway, or; follow the new career progression pathway (which incorporates the NAAS)
- There are 30 people ready to go forward for assessment in Phase 2 (April to June 2019)
- CPD Offer available and aligned to KSS
- Individual and managerial evaluation against the KSS in place, to determine support/development needed
- NAAS preparation support available to staff going forward
- Supervision and PDR aligned to KSS

TALENT



New Apprenticeships (since April 2017)

Directorate	Target	New starts April 2017 to May 2018	New starts in month June	Conversions April 2017 to May 2018	Conversions in month June	Total
T&R	38	6	1	44	0	51
CFW	30	1	1	18	0	20
EGEI	5	0	0	0	0	0
Schools	50	3	0	8	0	11
Total	123	10	0	70	0	82



Ongoing Apprenticeships

Level	No of Apprentices (incl. schools)
2	25
3	38
4	10
5	11
6	2
7	1
Total	87

Celebrating Success recipients

Directorate	Directorate
T&R	1
CFW	0
EGEI	0
Total	0

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

Apprenticeship activity

We have had 4 new starters this month: 1 in HR, 1 in Leadership Support and 2 in our Children's day care centres.

As part of the new reforms we can now transfer up to 10% of our levy to a number of organisations and we are currently exploring whether we can gift this to Trafford CCG.

We are currently recruiting 2 new apprenticeships: 1 in Bereavement Services and 1 in OSfE.

We are currently reviewing our apprenticeship campaign with a view to further promote and raise the profile of apprenticeships across the Council and schools.