

Workforce Update

January 2019



Five Ways
to Wellbeing



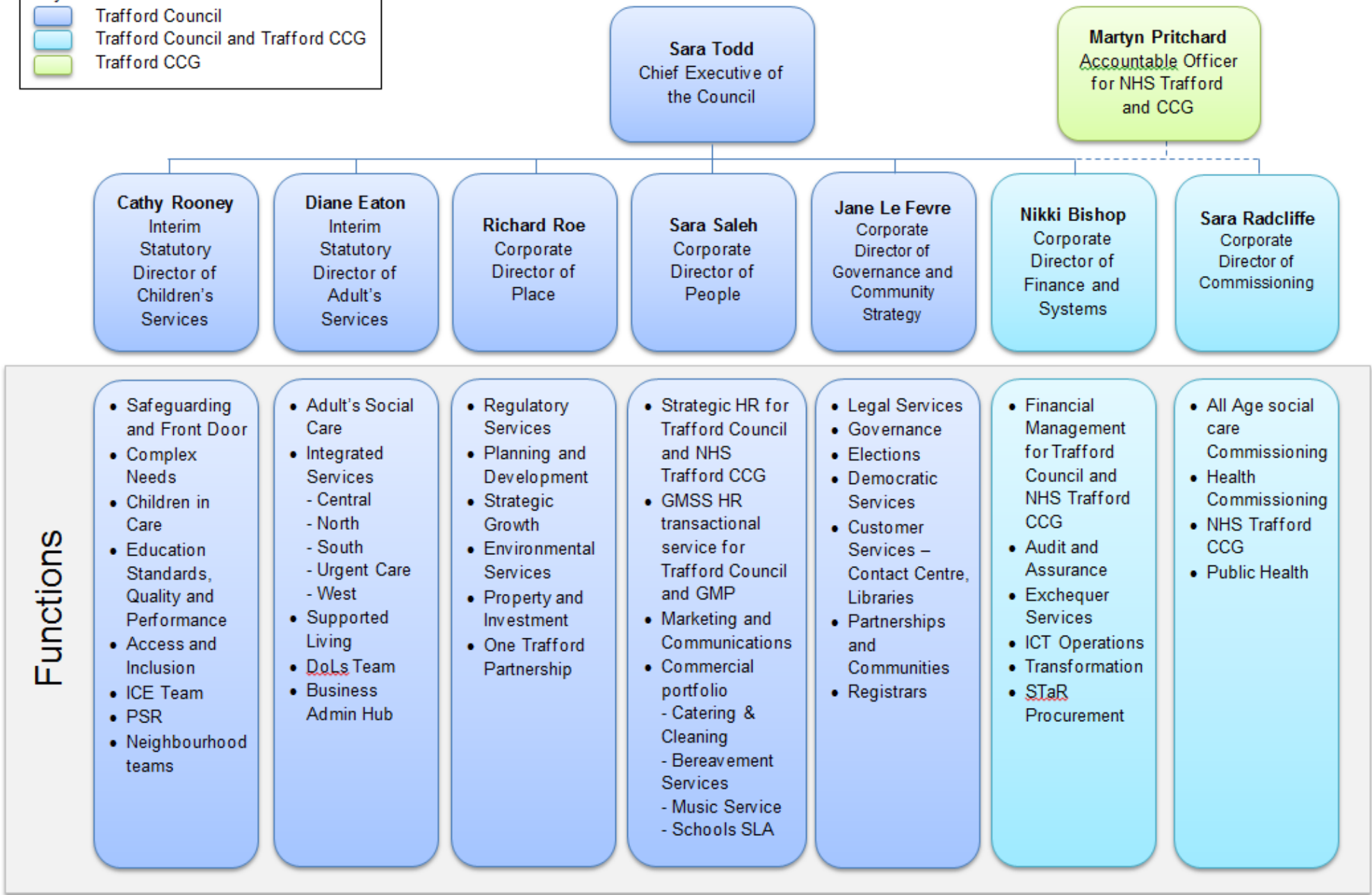
NEW STRUCTURE



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.

Key:

- Trafford Council
- Trafford Council and Trafford CCG
- Trafford CCG



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.

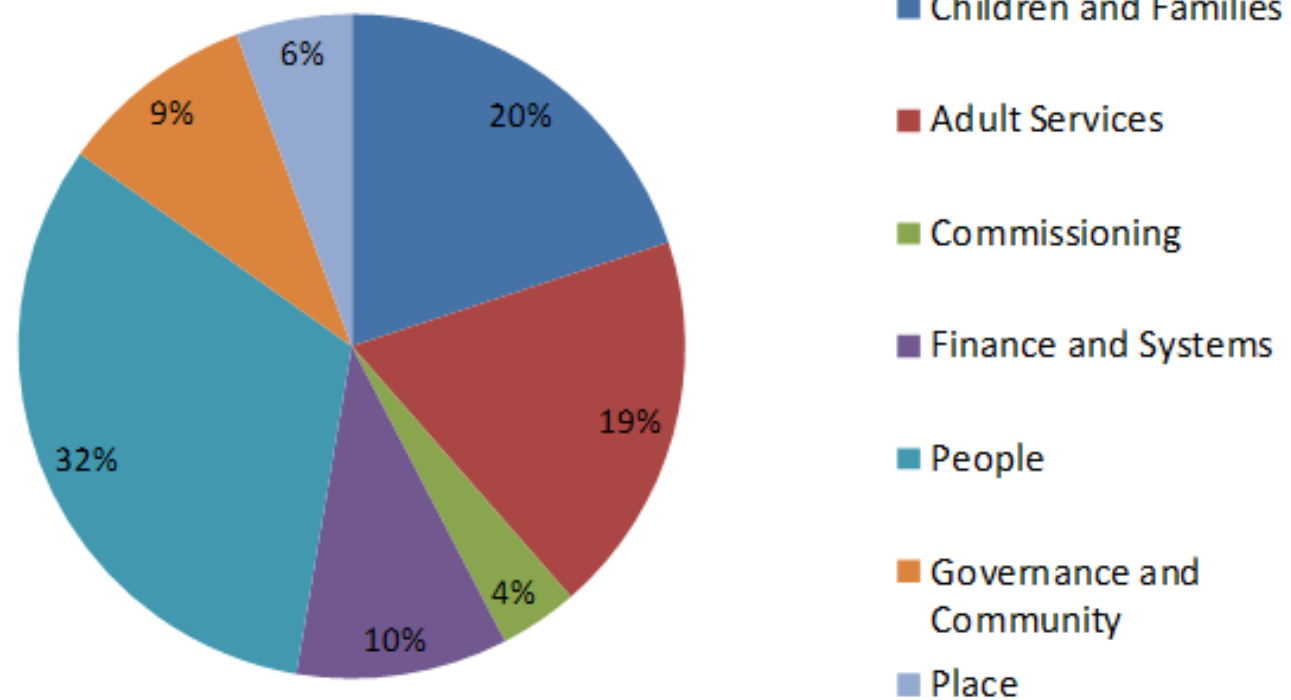
Charity Dress Down Days

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.

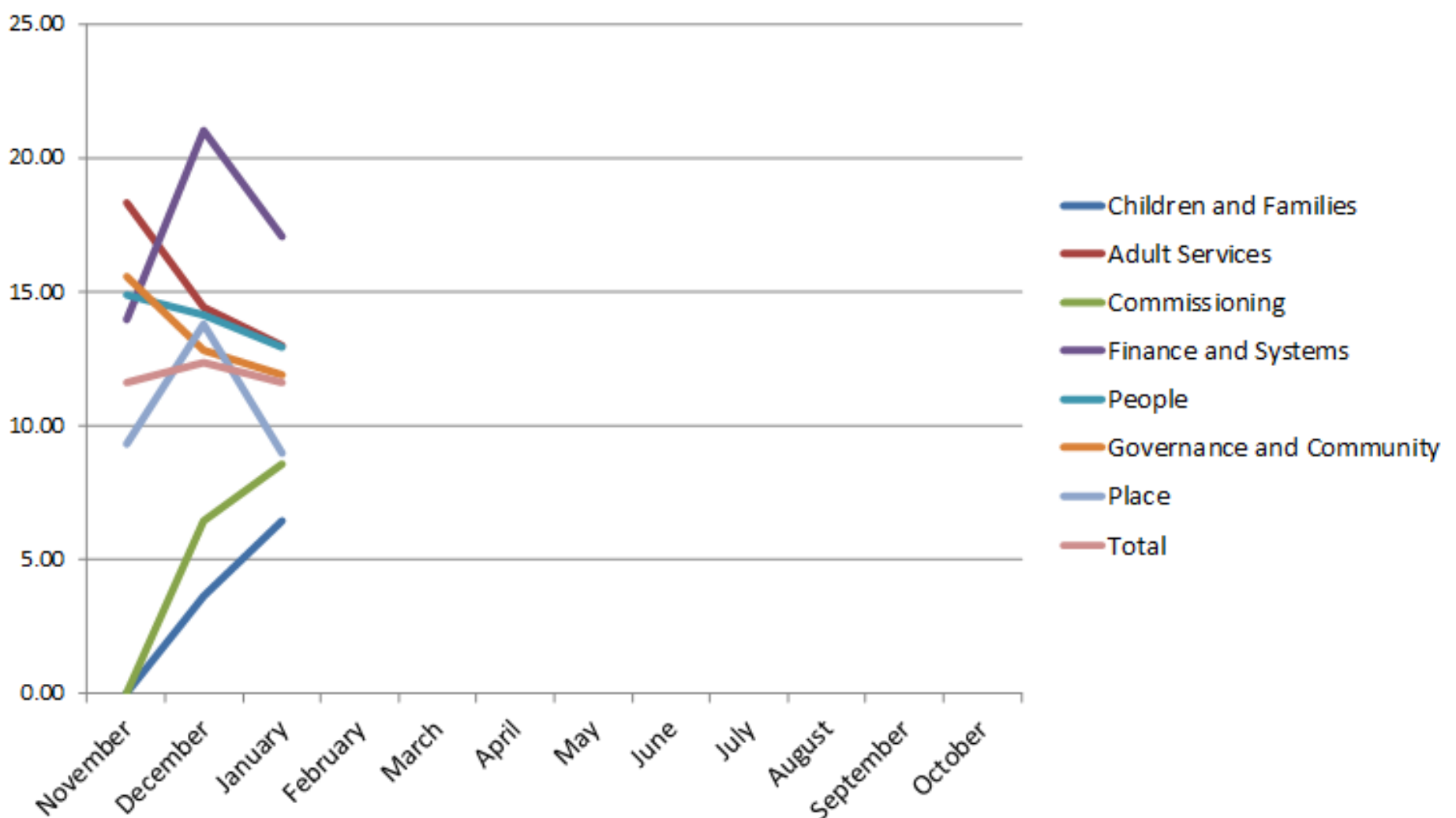
RESOURCING



Headcount (in month)



Turnover (12 month projection)



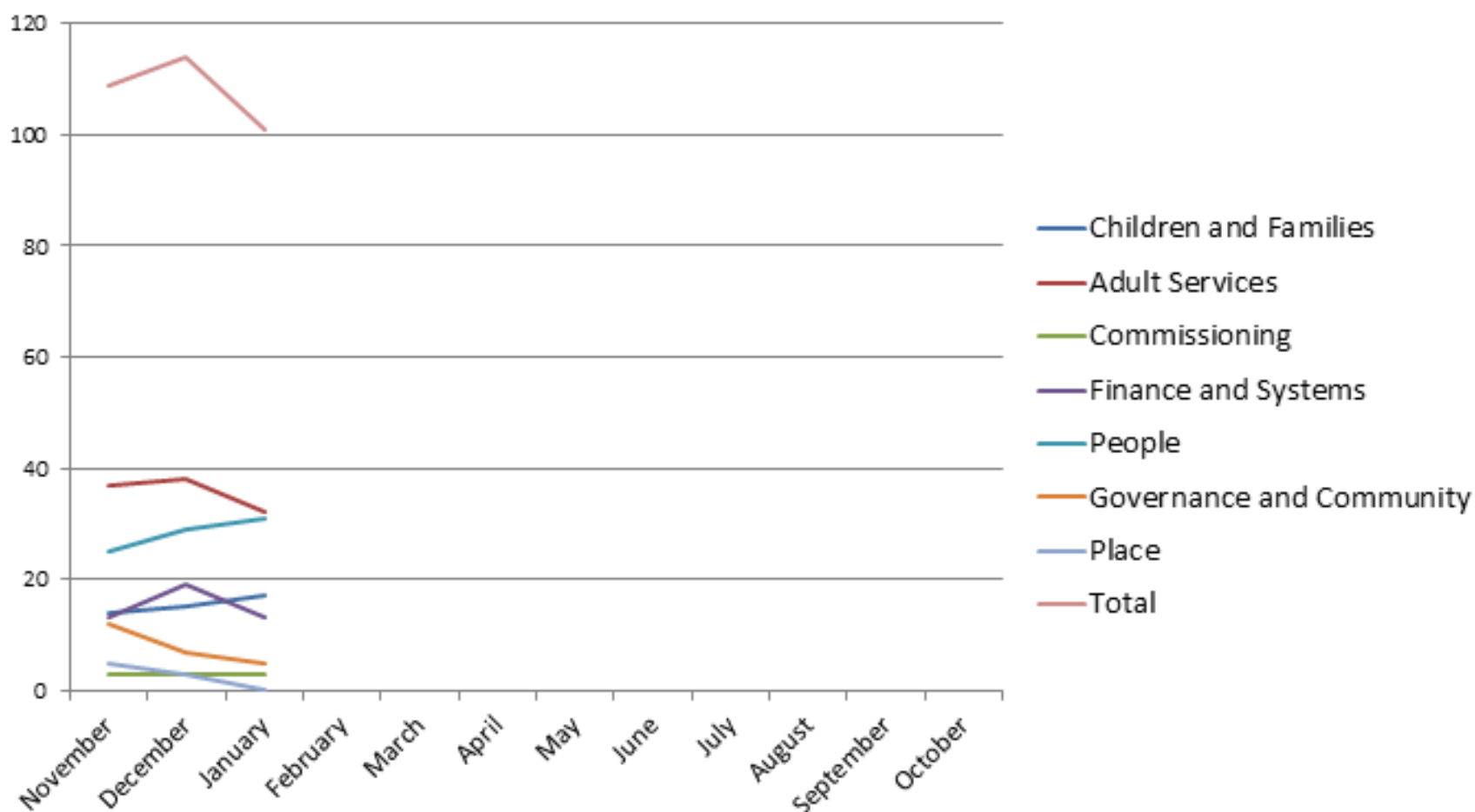
Headcount across the Council at the end of January was 2,493. This was a slight increase from the end of December 2018 when it was 2,480.

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.

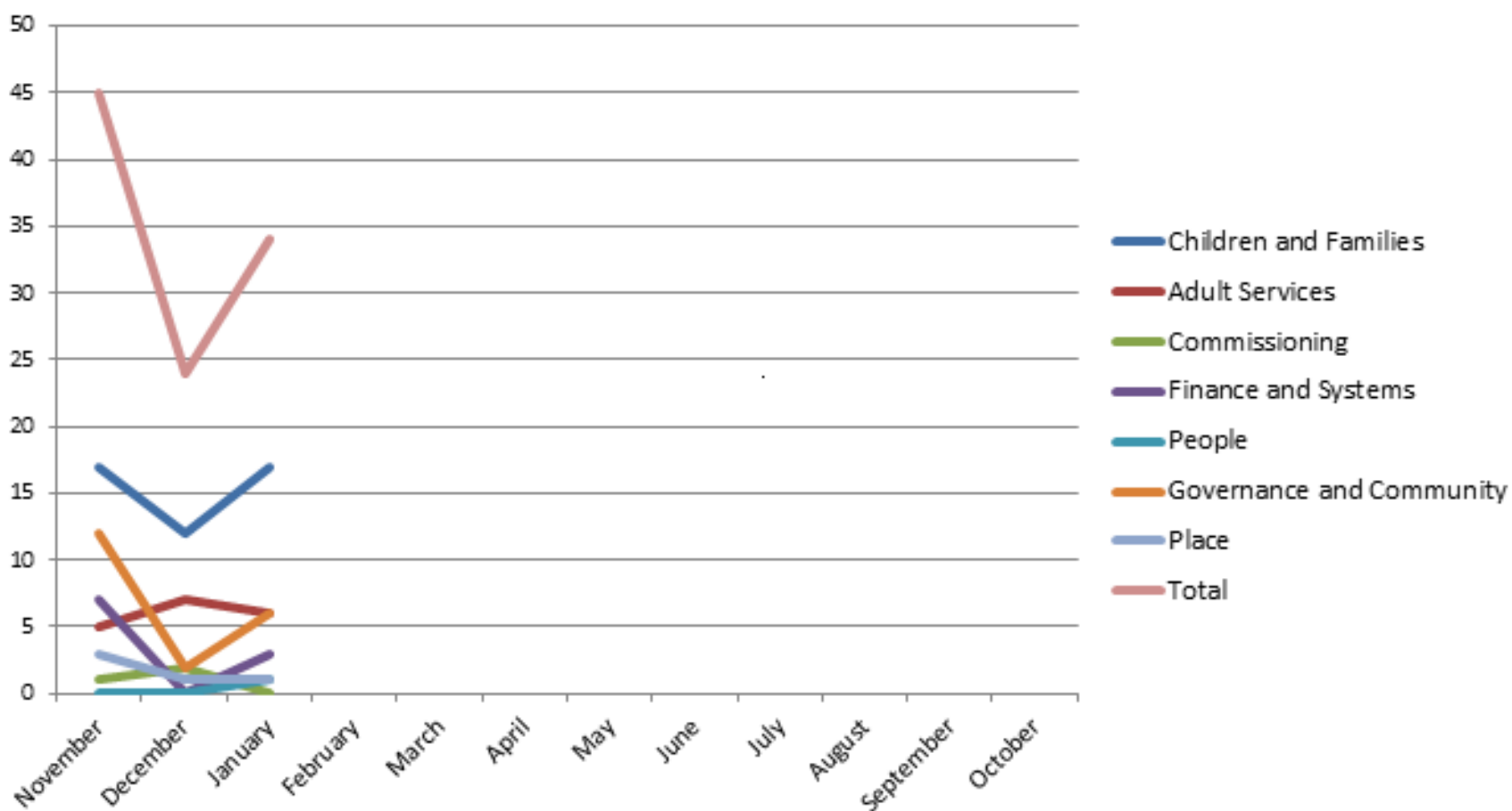
RESOURCING



Vacancies (number of posts)



Vacancies approved



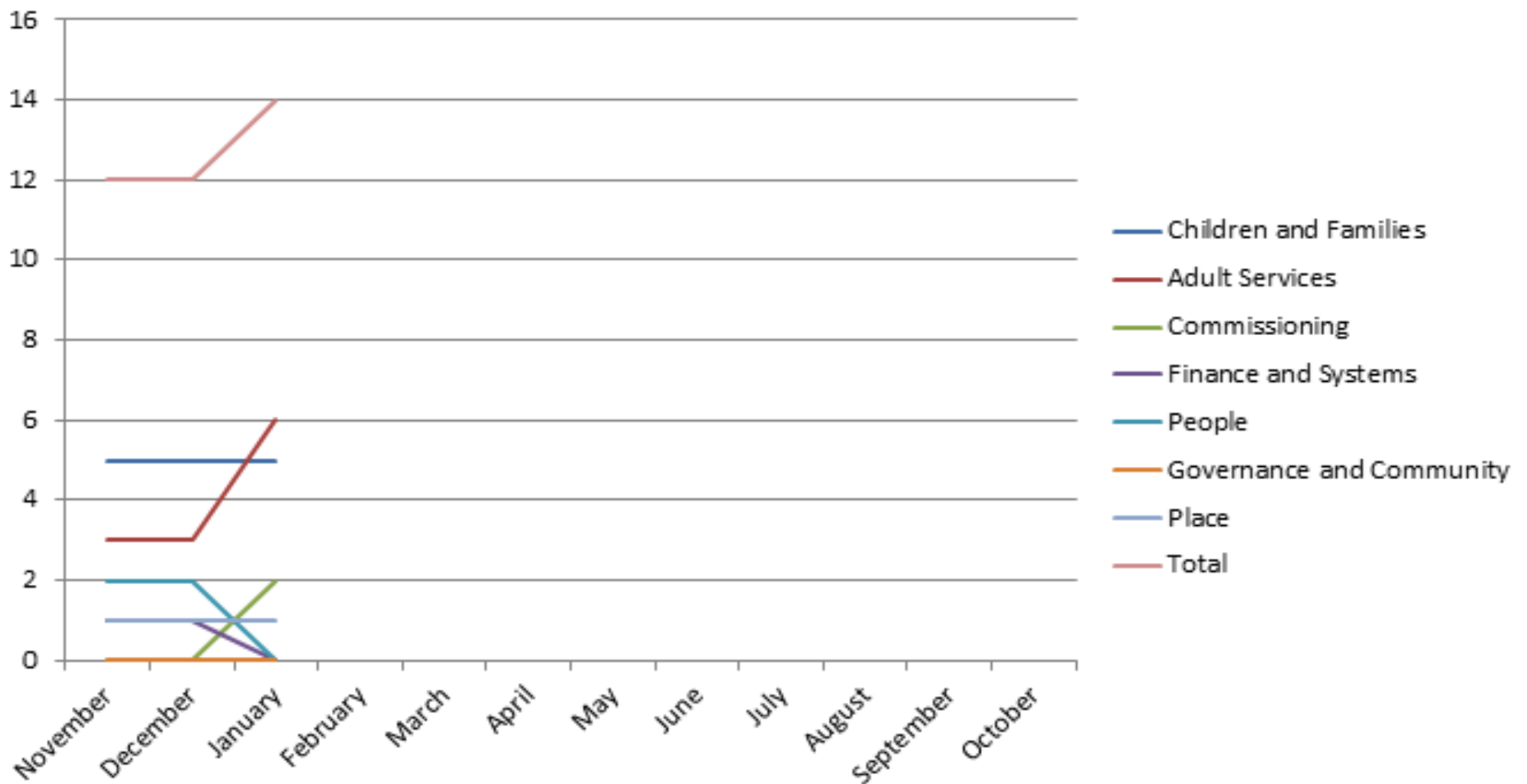
In January there were 101 vacant posts across the organisation, which is a reduction from December. Please note this figure doesn't include vacancies within Operational Service for Education (catering, cleaning, school crossing patrol and the music service), due to the fact that this service is budgeted 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.

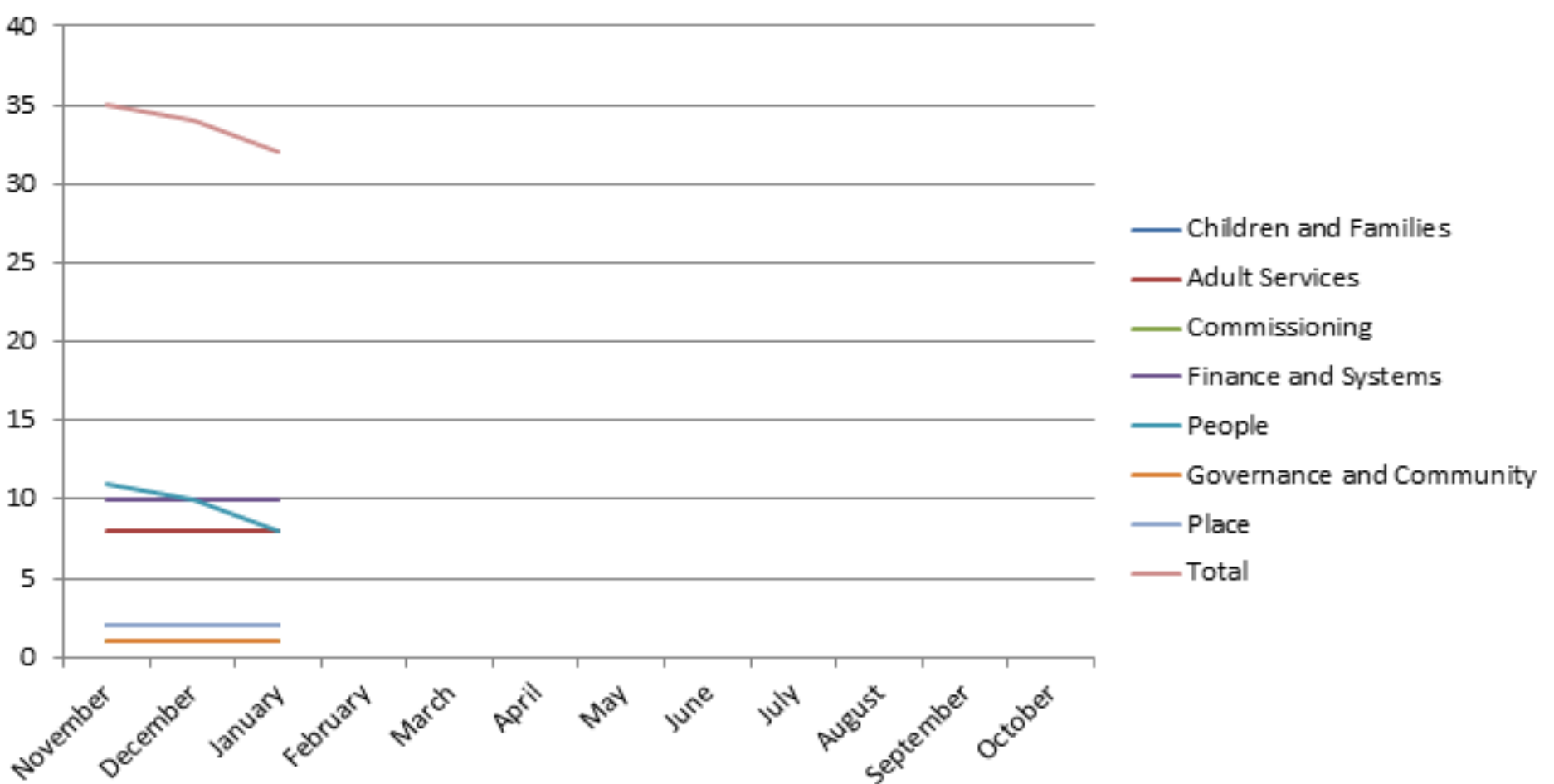
RESOURCING



Acting Up



Honoraria



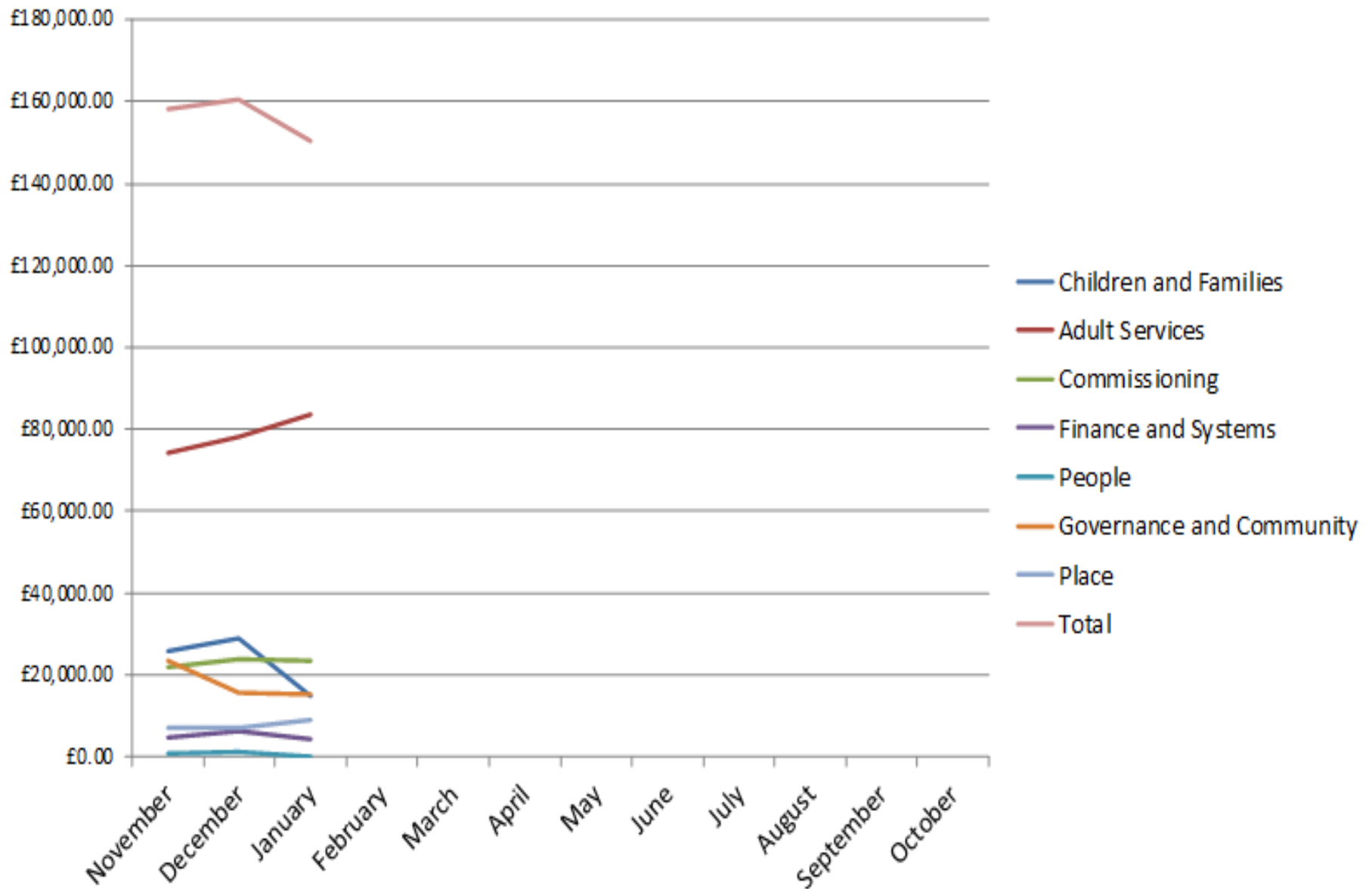
The number of employees acting up and undertaking honoraria has remained fairly stable between November and January.

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)



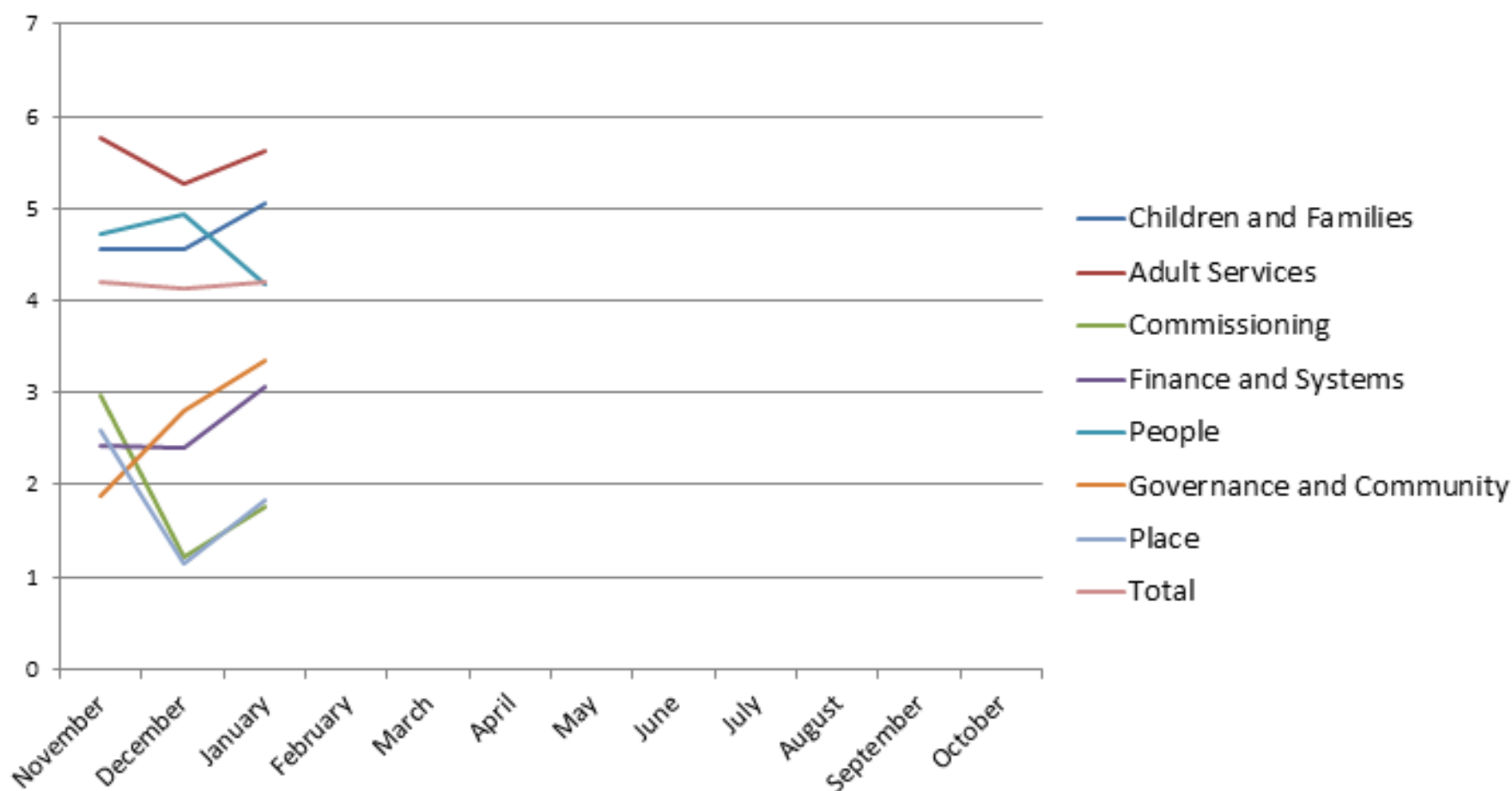
The spend on agency workers across the Council has reduced from £158,094 in November to £150,549 in January. Spend is at the lowest level for 18 months - the last time it was lower was in August 2017. Spend has been consistently highest in the Adults Directorate with a spend of £83,480 in January. The 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

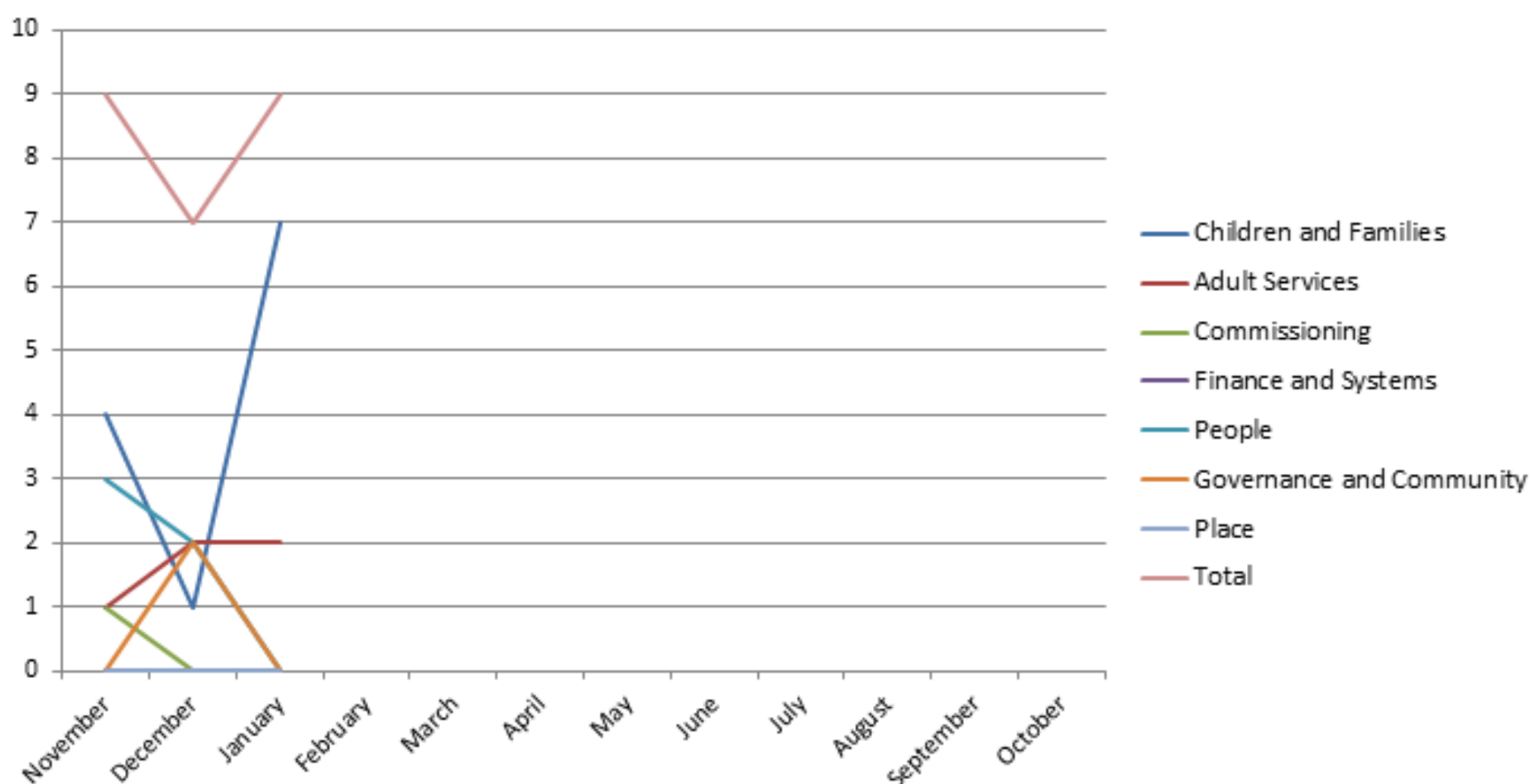


Five Ways to Wellbeing

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 to identify any further support required to manage such risk.

TALENT



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 4th 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.