

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

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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

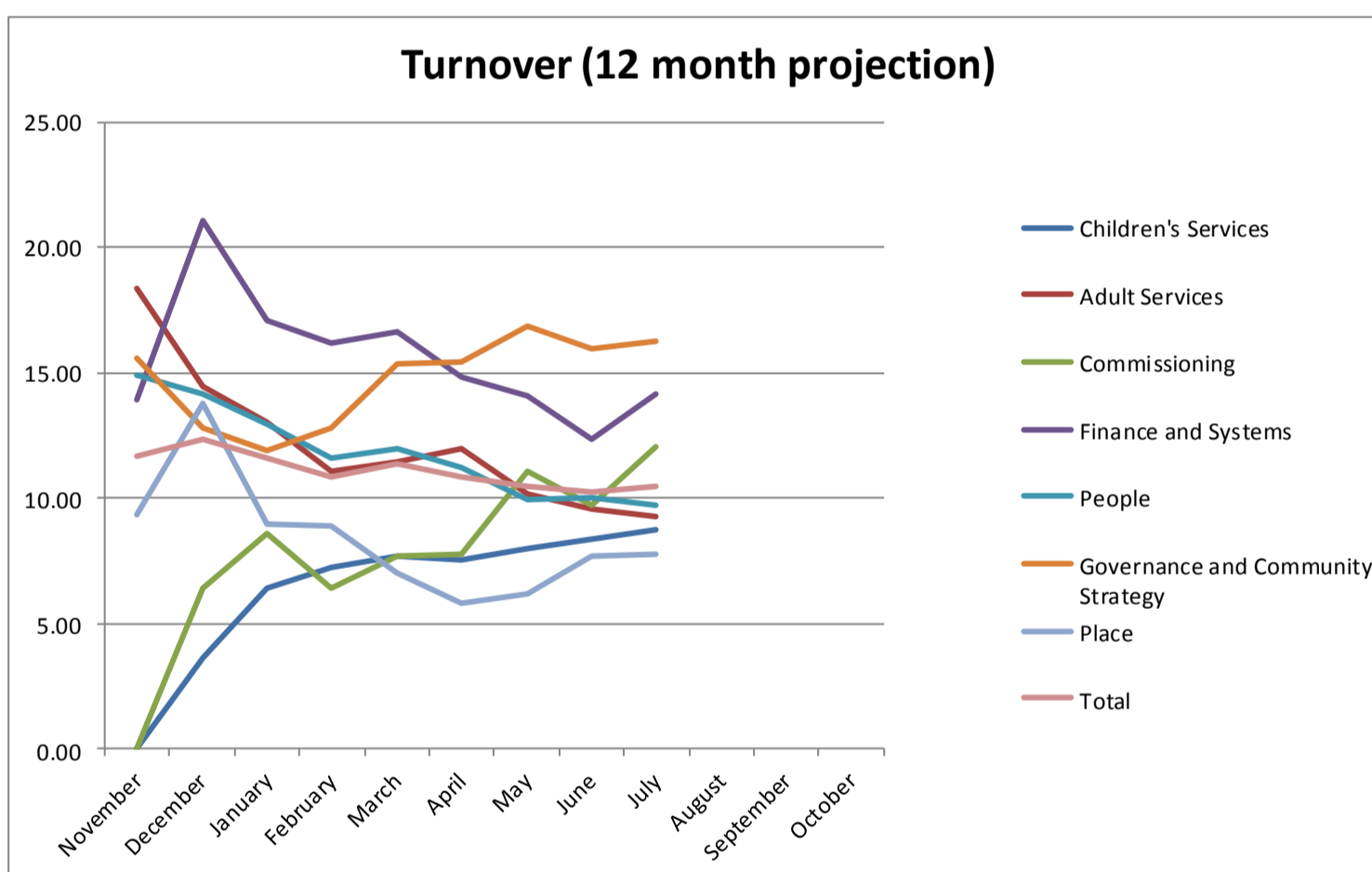
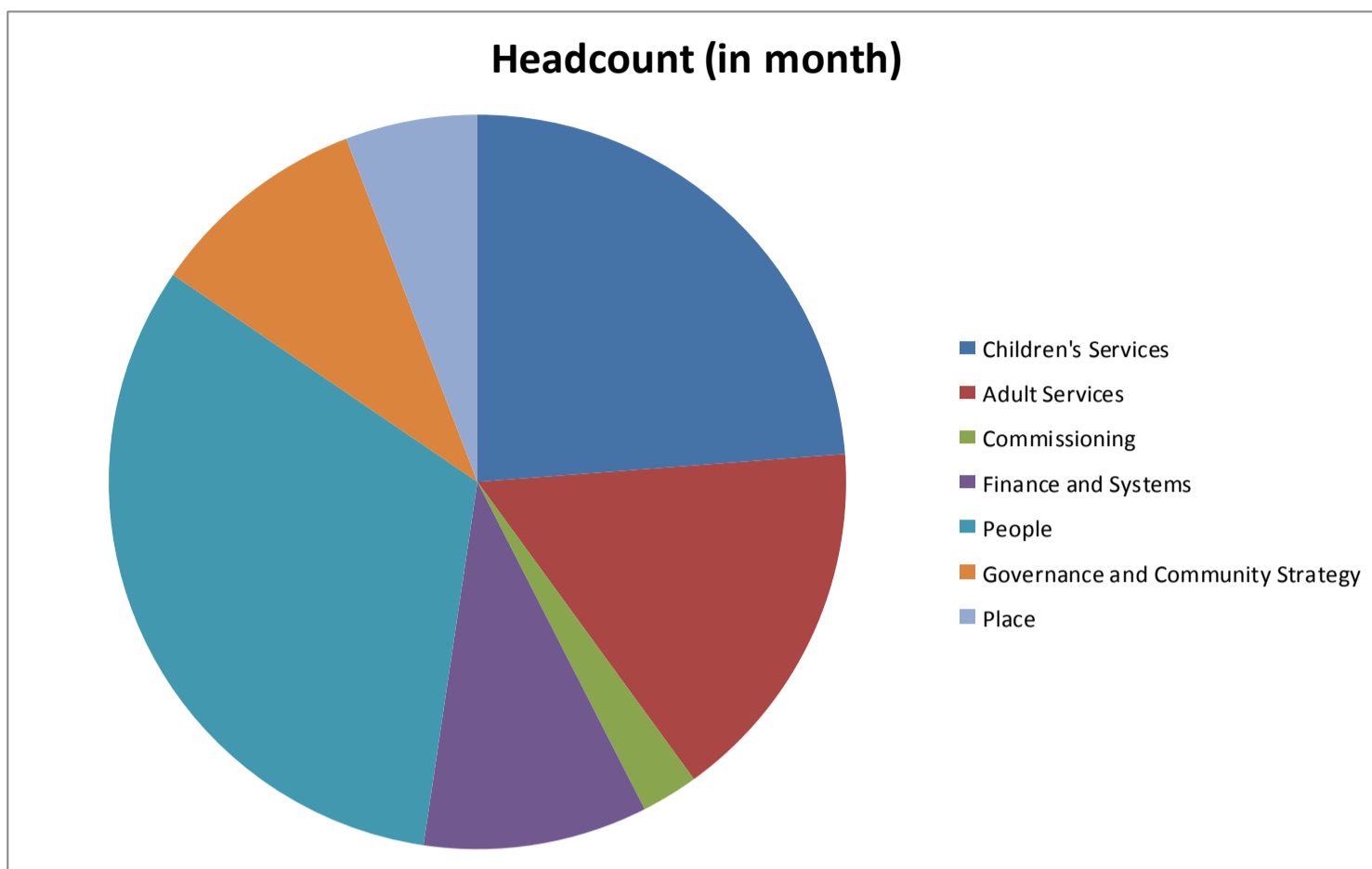
To link in with Carer's Week which was 10th to 16th June, we made a pledge on the Carer's Week website to show our commitment, both to staff who have caring responsibilities and also to residents who are carers. We also raised awareness of working carers and the support available, which includes the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

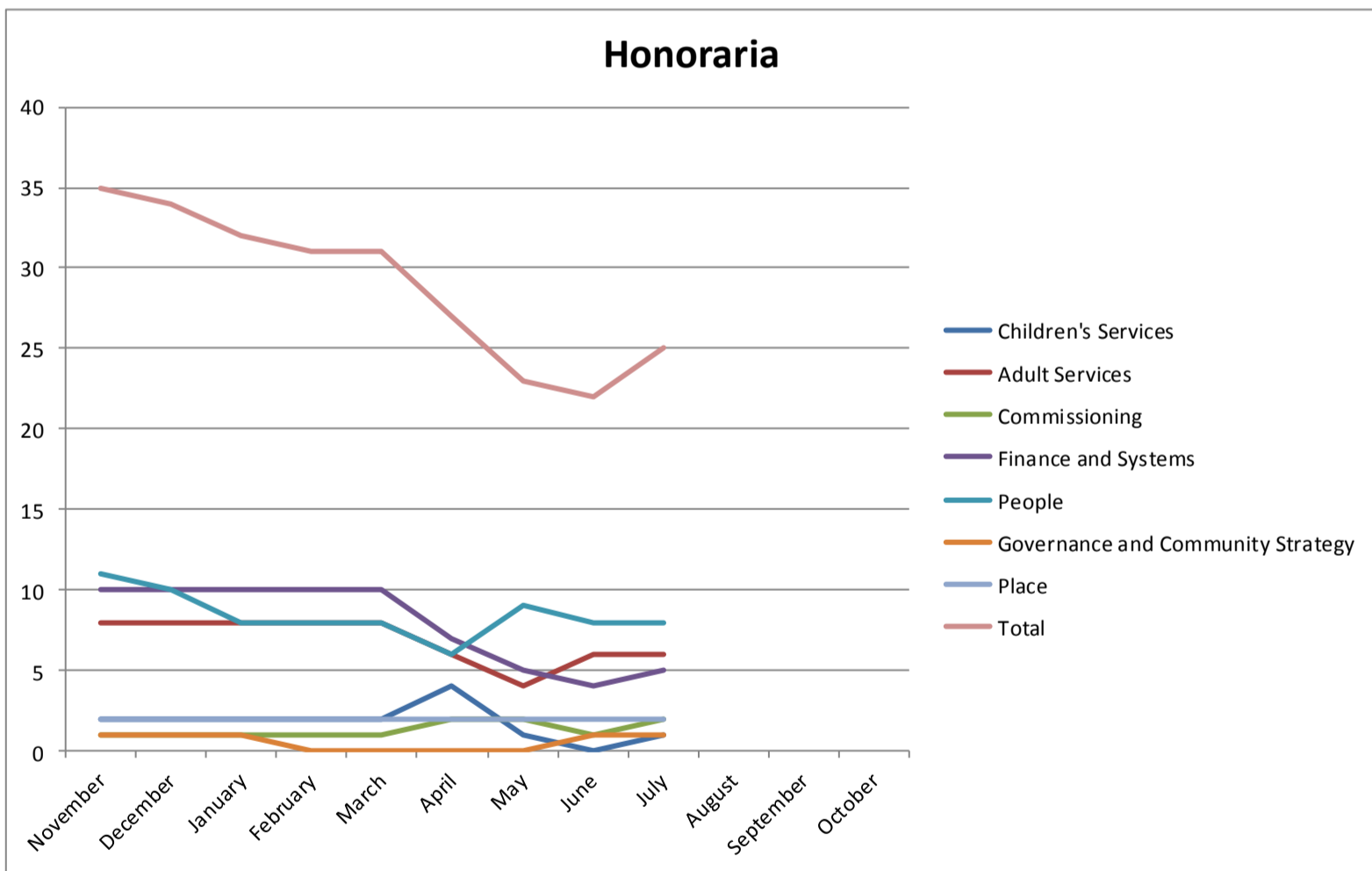
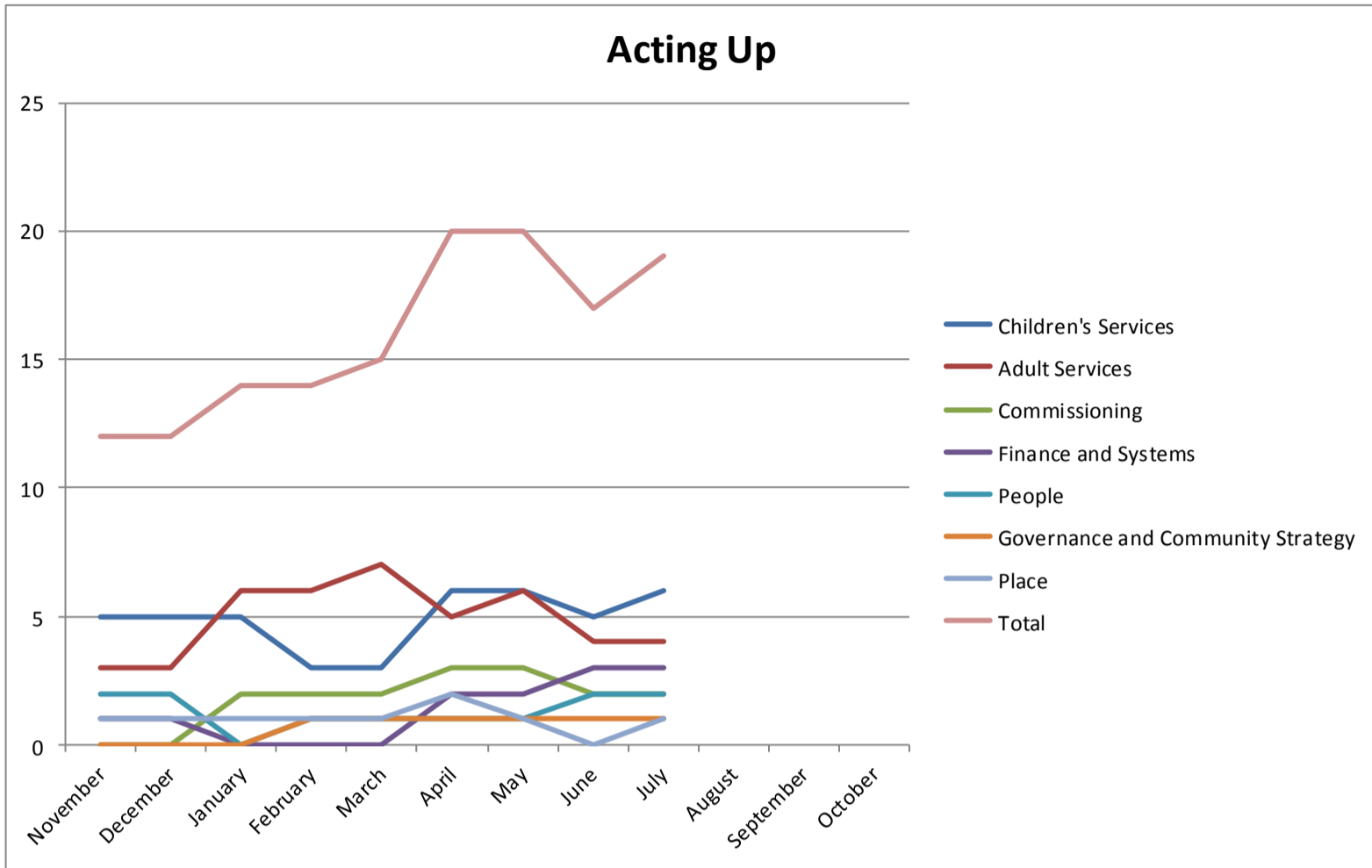


There were 2522 post holders across the Council in July.

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.

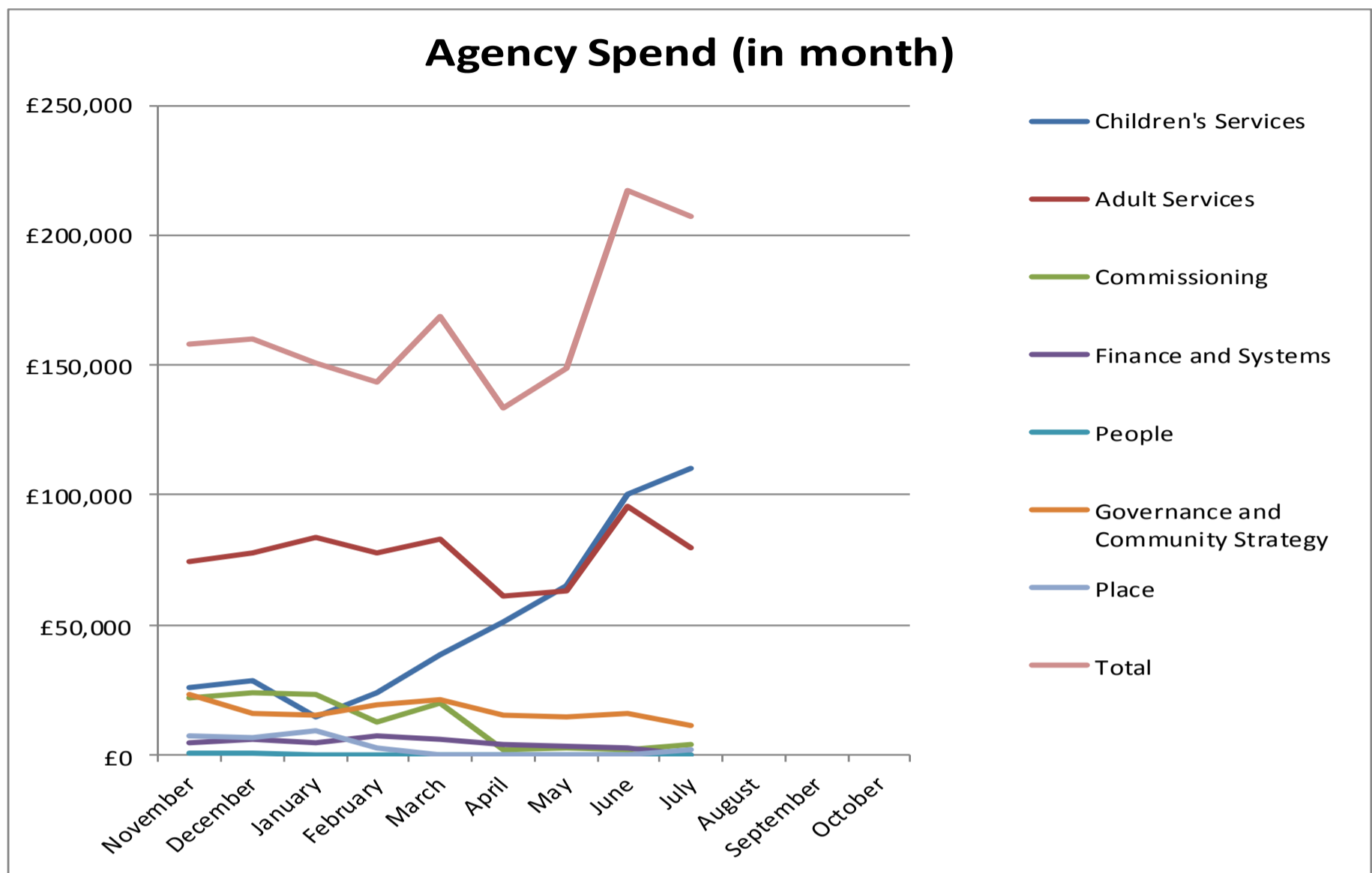
RESOURCING



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.

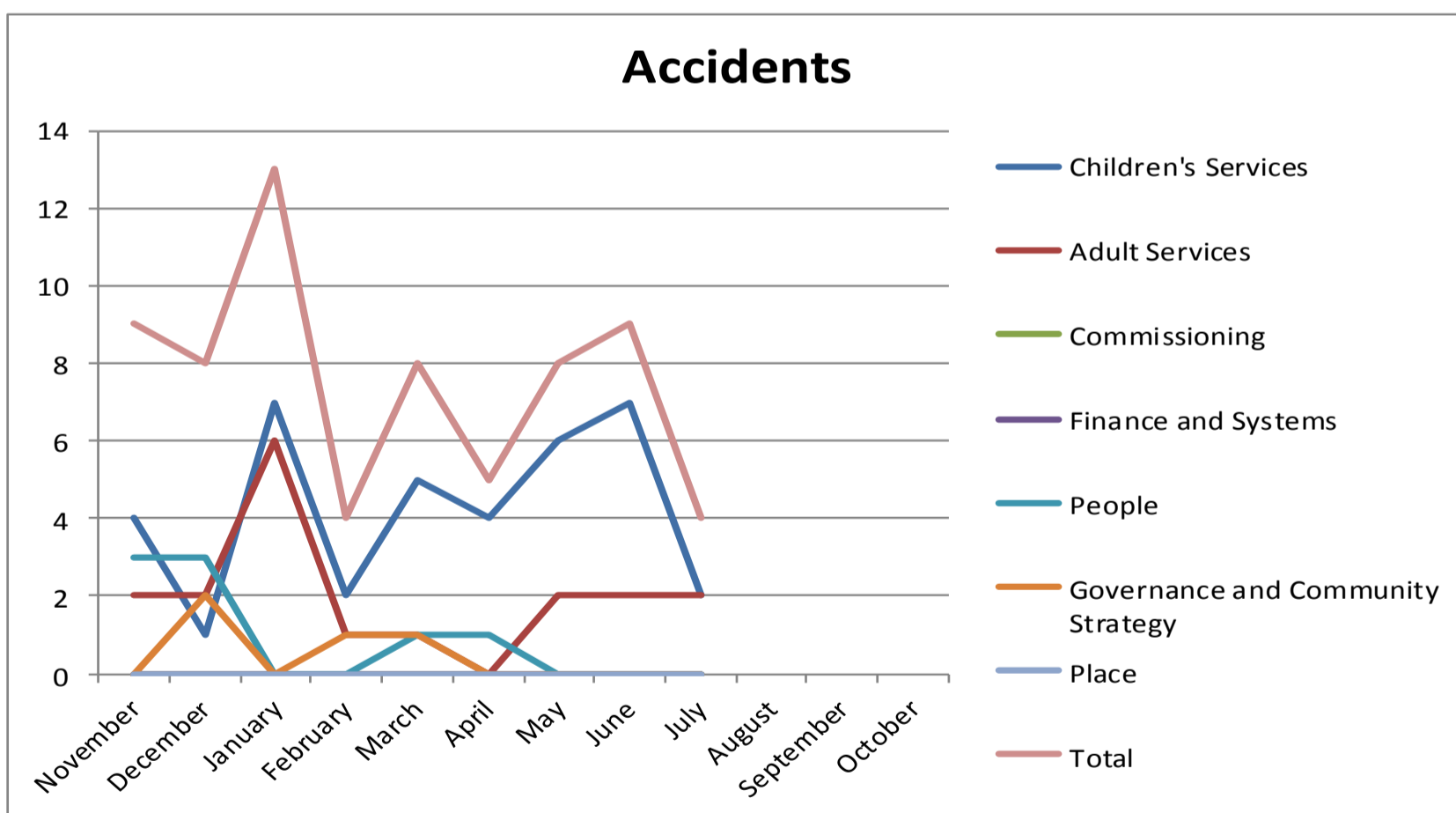
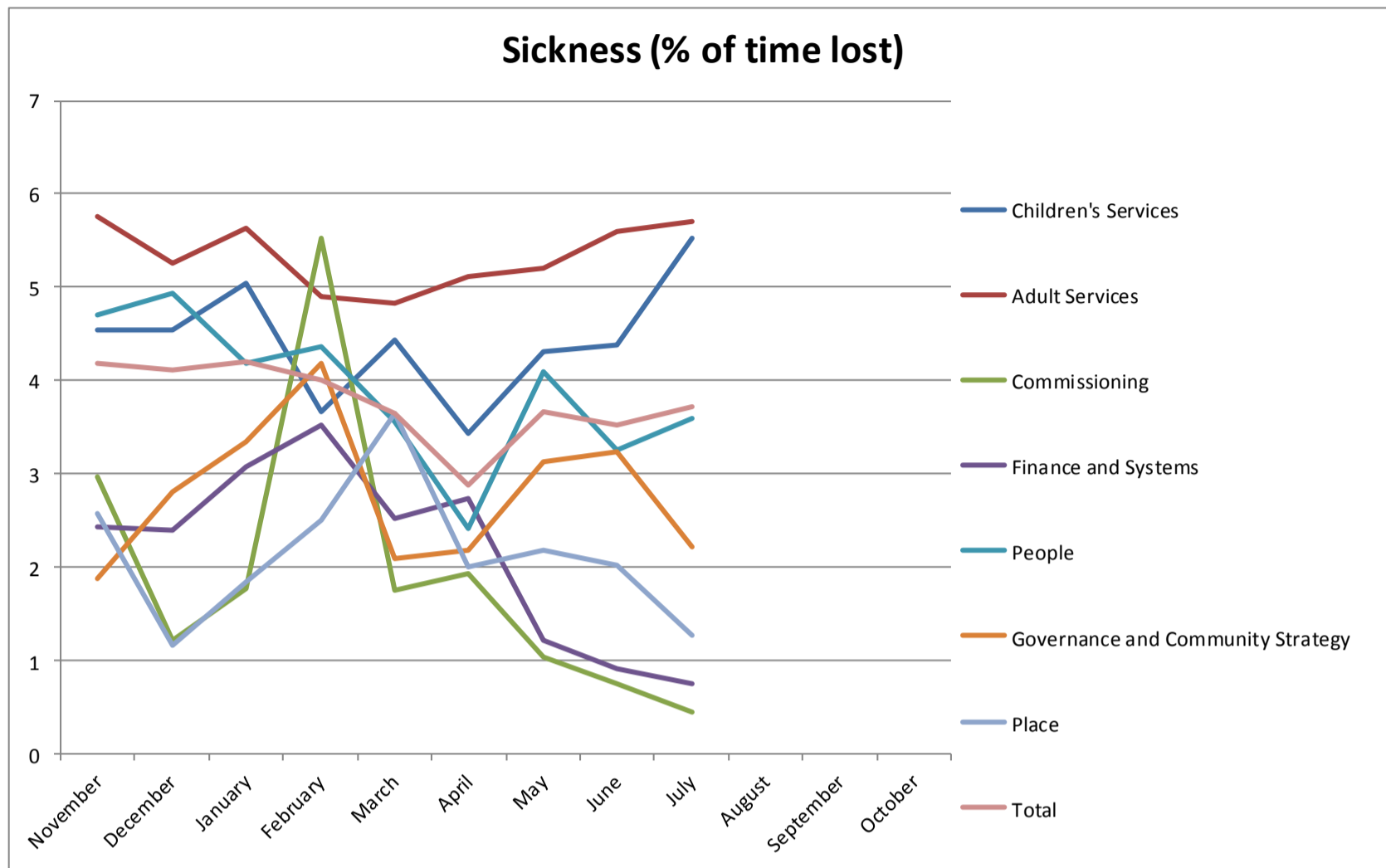
The Finance and Systems and People directorates didn’t use any agency staff in July and People have had no reliance on agency since December 2018.

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.