

# Workforce Update

## November 2019



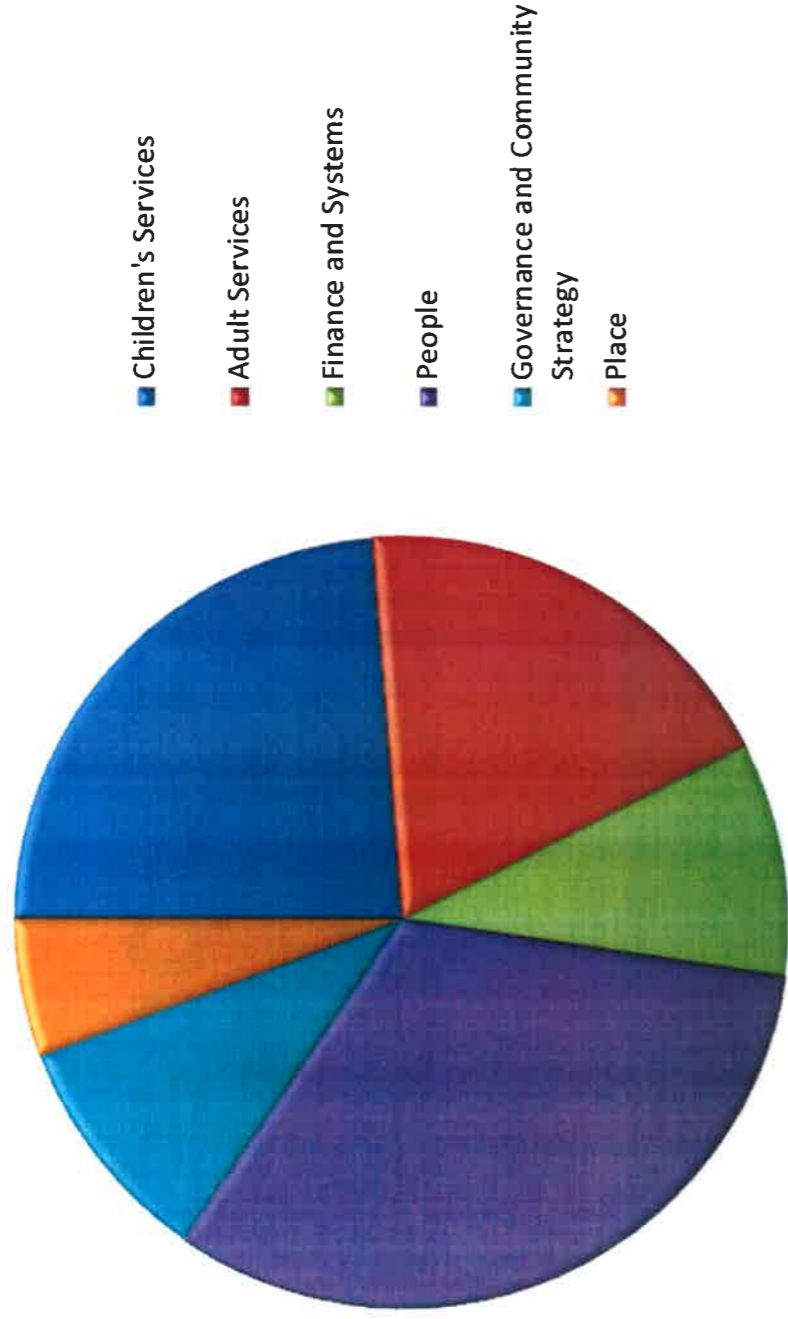
Five Ways  
to Wellbeing



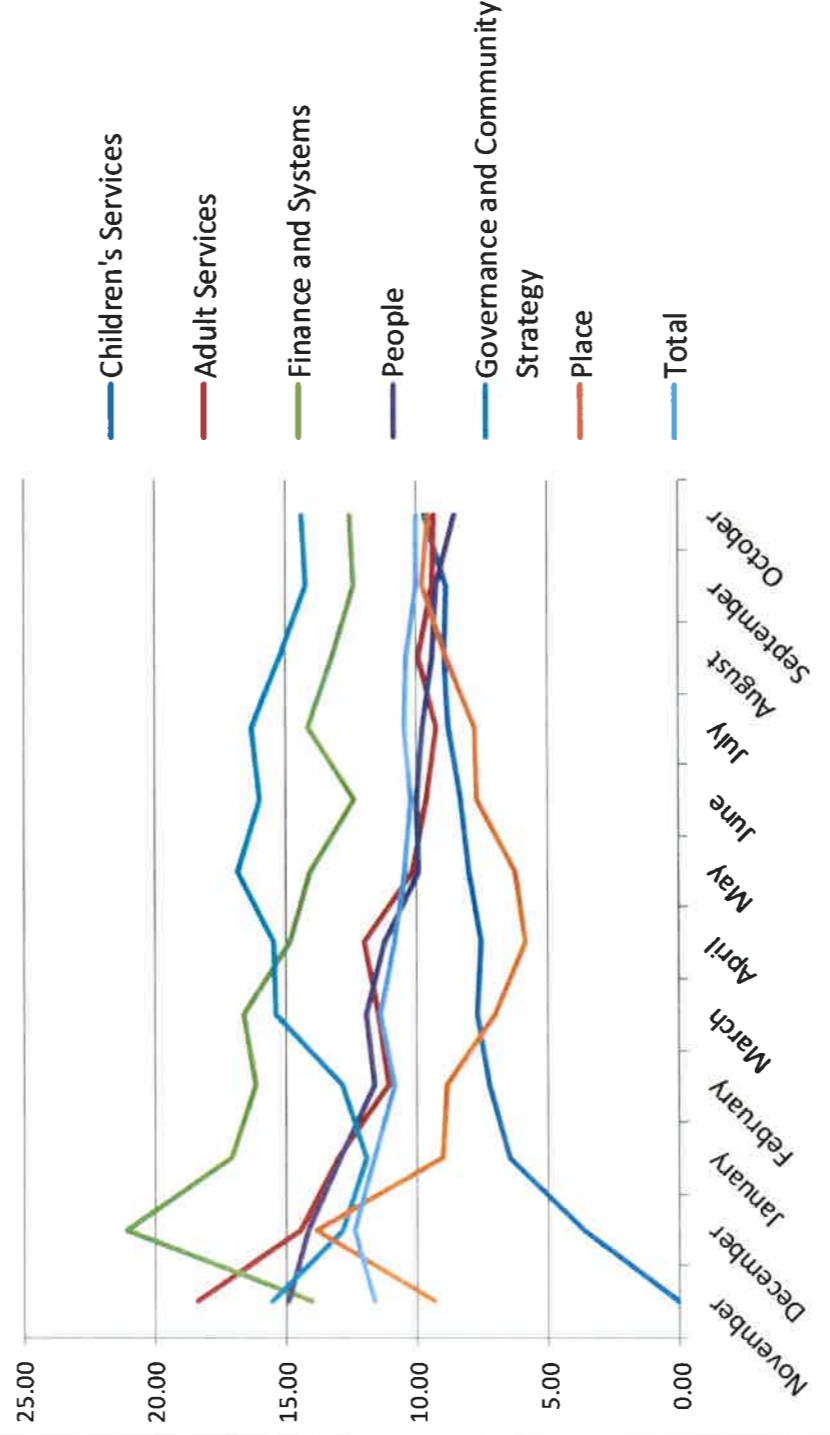
# RESOURCING



Headcount (in month)



Turnover (12 month projection)



There were 2543 post holders across the Council in October.

The number of staff leaving has decreased overall since a peak in March, and September saw only 15 staff leave which is the lowest number of leavers in a month for nearly two years, which is very encouraging. The summer months have seen a lower number of staff leaving than is normal over this period.

The reduction in leavers has led to a downward turnover trend, which is really positive. In October, the 12 month turnover figure was 9.96%. Turnover remains highest in Governance and Community Strategy at 14.38% and is lowest in People at 8.55%.

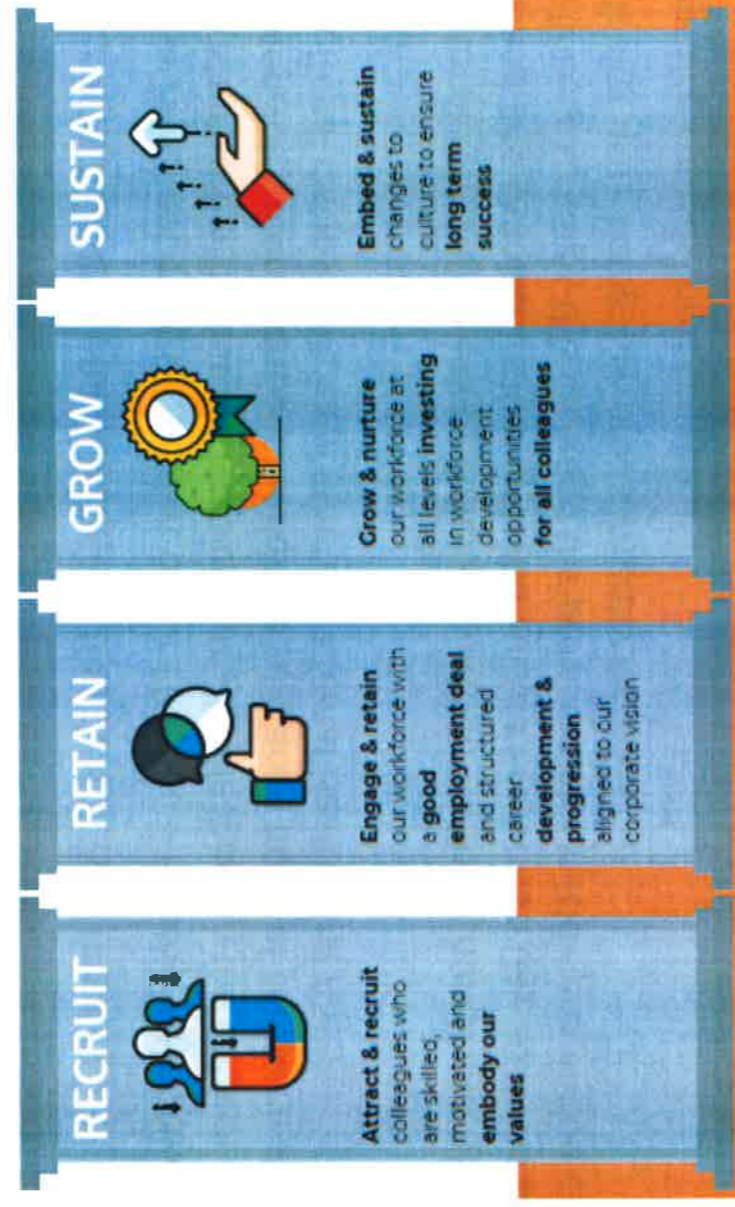


# NOVEMBER WORKFORCE FOCUS



## People Strategy

We want to be an employer of choice and we are developing our people strategy for launching early in 2020 that is framed around 4 pillars of focus that show how the HR Service will enable the employee journey to be a really positive experience and one where we recruit and nurture talent, take care of ourselves and each other and provide the tools, skills and knowledge for everyone to be the best they can be.



The strategy has been informed and co-designed by a number of stakeholders including the trade unions, chairs of the staff network groups – BAME, disability, carers, LGBT+ and our change champions – our 30 EPIC Pioneers. It is underpinned by our EPIC values that were also co-designed with our workforce and we are now embedding them in everything we do, supported by a number of enabling people policies and initiatives.

## Employee Recognition Awards

In October we held a ceremony to recognise all staff who had received a nomination. We had a record number of nominations this year, which demonstrates how well embedded the awards are and the calibre of our staff. The awards evening was on 1st November 2019 and was a chance to celebrate the finalists and winners plus reflect back over the previous year.

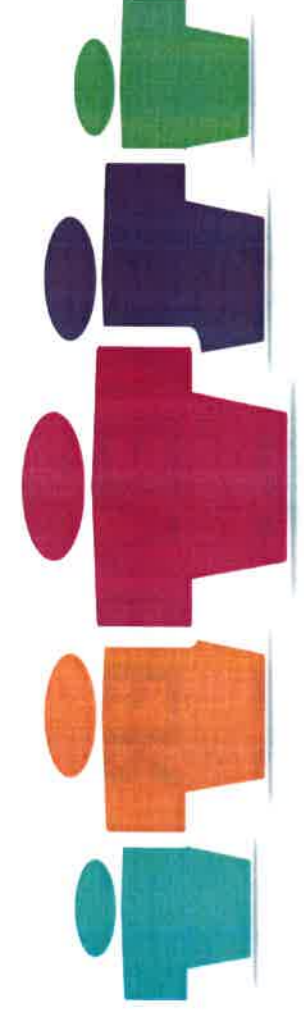
## Gold Award Employer Recognition scheme

Trafford Council has won the country's top award for its work supporting members of the Armed Forces and their families. The Covenant Gold Award is the highest badge of honour for organisations which have signed the Covenant and given outstanding support to the brave servicemen and women who have served their country. A lot of the evidence required for the award is related to support for employees in the Armed Forces family and prospective employees.

## Engagement Survey

We undertook the B Heard, employee engagement survey mid October to early November using Best Companies, a market leader. This is a great opportunity to engage with staff across the Council at all levels to gauge how they feel about the Council across 8 factors: Leadership; My Company; Personal Growth; My Team; Wellbeing; Fair Deal; Giving Something Back, and; My Manager. We now have the results, which includes an overall engagement score and we will soon be communicating them internally, however we cannot communicate externally until February. The results at an organisational level and more local level will inform action plans so we can focus on areas to improve which will have the greatest impact.

# NOVEMBER WORKFORCE FOCUS



## EPIC You Check in

We have redesigned our approach to PDRs – now called ‘EPIC You: Check in’ - they are a chance for the employee to sit down with their manager and have 1-1 conversations around celebrations, challenges, issues or concerns, progress against existing goals, any new goals to be added feedback on behaviours, personal development and agree action points. A number of drop in sessions and workshops have been held throughout November to support managers and staff to get the best from the new approach.

## How Are You? – Launch of Trafford Council and CCG Mental Health First Aid Network

On World Mental Health Day (10 October 2019), as part of our EPIC You – Employee Health and Wellbeing Strategy, we launched the Mental Health First Aid Network for all colleagues in the Council and the CCG. Mental Health First Aiders are trained volunteers from our workforce who are a point of contact if staff are experiencing a mental health issue or emotional distress. We have nineteen Mental Health First Aiders .

## Suicide Prevention

Suicide Prevention promotional campaign work by colleagues within Trafford Council and NHS Trafford CCG has taken place through September and into October including World Suicide Prevention Day 2019. As part of our EPIC You – Employee Health and Wellbeing Strategy, this included the provision of a suicide prevention e-learning package for all staff. Further mental wellbeing work being delivered currently includes:

- Mental Wellbeing E-learning courses for managers.
- The launch of a Trafford Council/CCG Mental Health First Aid Network to provide early intervention peer support for our workforce.

## World Menopause Day

On Friday 18 October we supported World Menopause Day with communications to raise awareness and provide guidance to colleagues for women who face health issues when approaching, during and beyond the menopause. The menopause is often not talked about publicly and a better understanding of the impact it has on the women experiencing it, their families and their workplace is really important for their wellbeing. We have information and guidance available for both staff and for managers on our intranet pages.

## World Climate Action Engagement Event

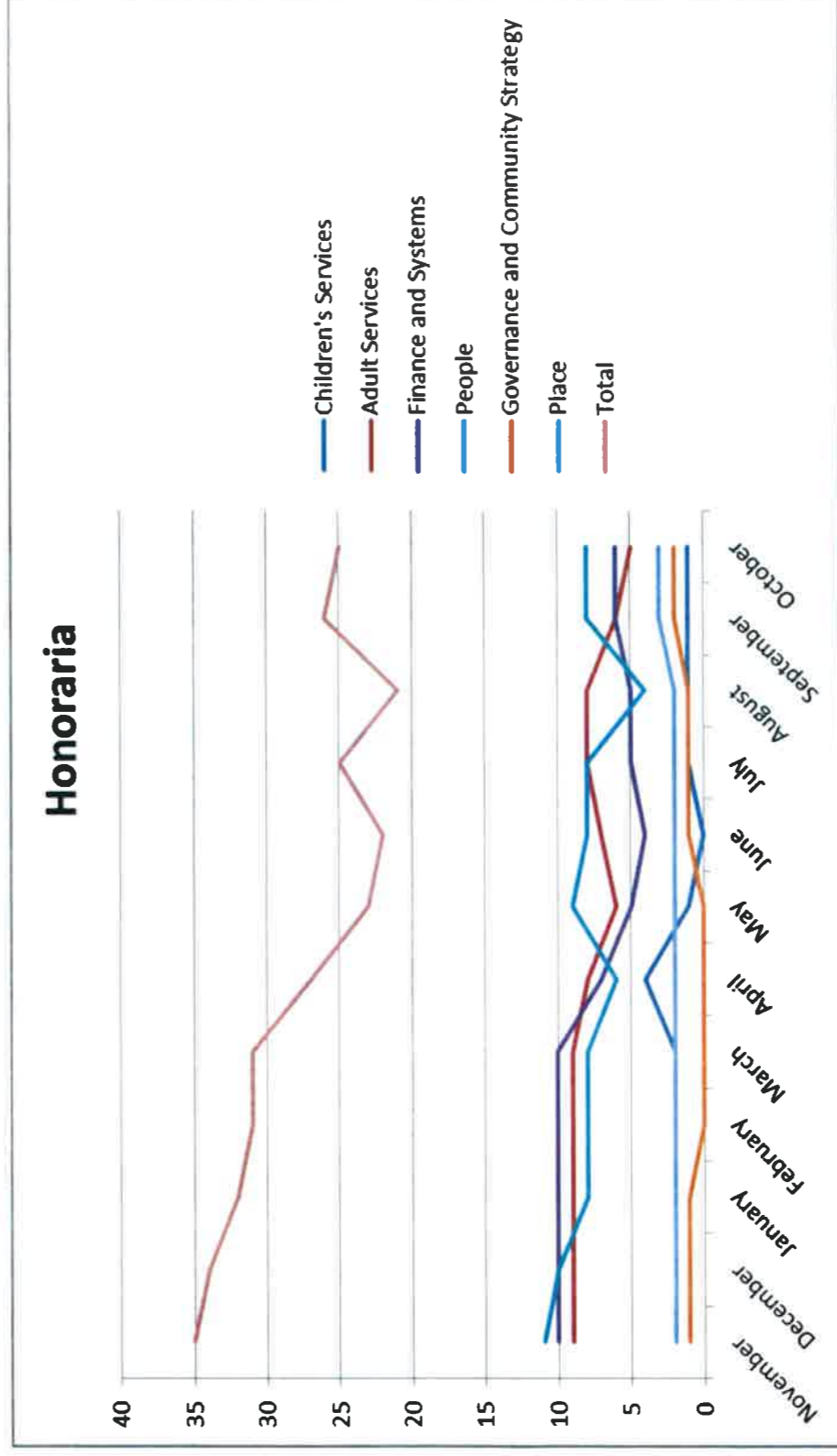
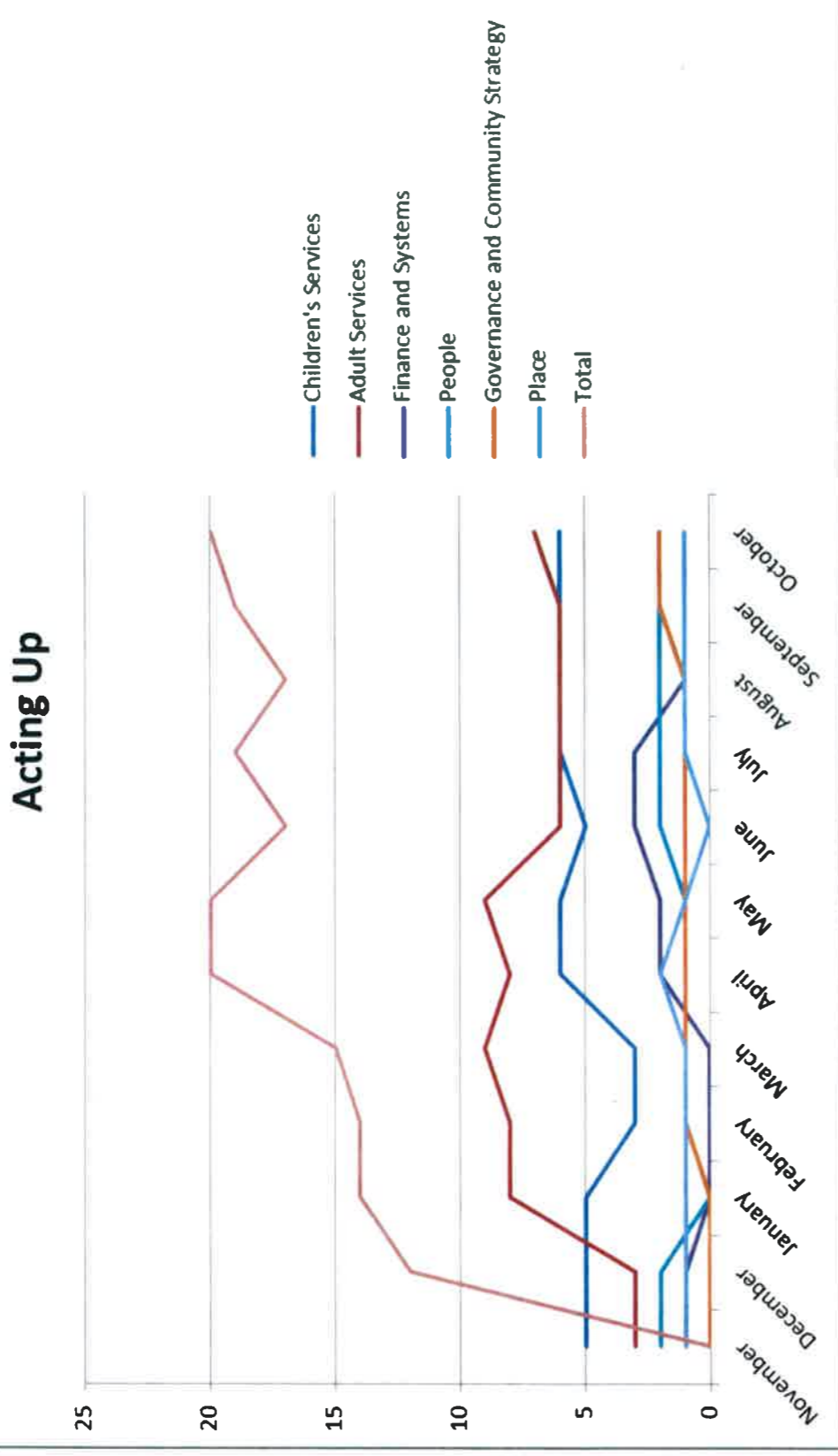
On Friday 20 September, to coincide with the global day of climate action calling on greater steps to tackle climate change, engagement activities were held at Trafford Town Hall for both employees and the public. These were to promote and support steps we can all take to make changes at home and work that will reduce our impact on the environment.

Colleagues from HR, Public Health, Environmental Health and Transport for Greater Manchester worked collaboratively to promote improved health and wellbeing and climate action through active travel, better air quality and energy efficiency. Activities included:

- An engagement stand outside TTH with a variety of information and advice
- A presentation in the TTH library on the practical steps you can take to reduce your carbon footprint.
- Free cycle servicing for employees to maintain their bike and keep it road ready



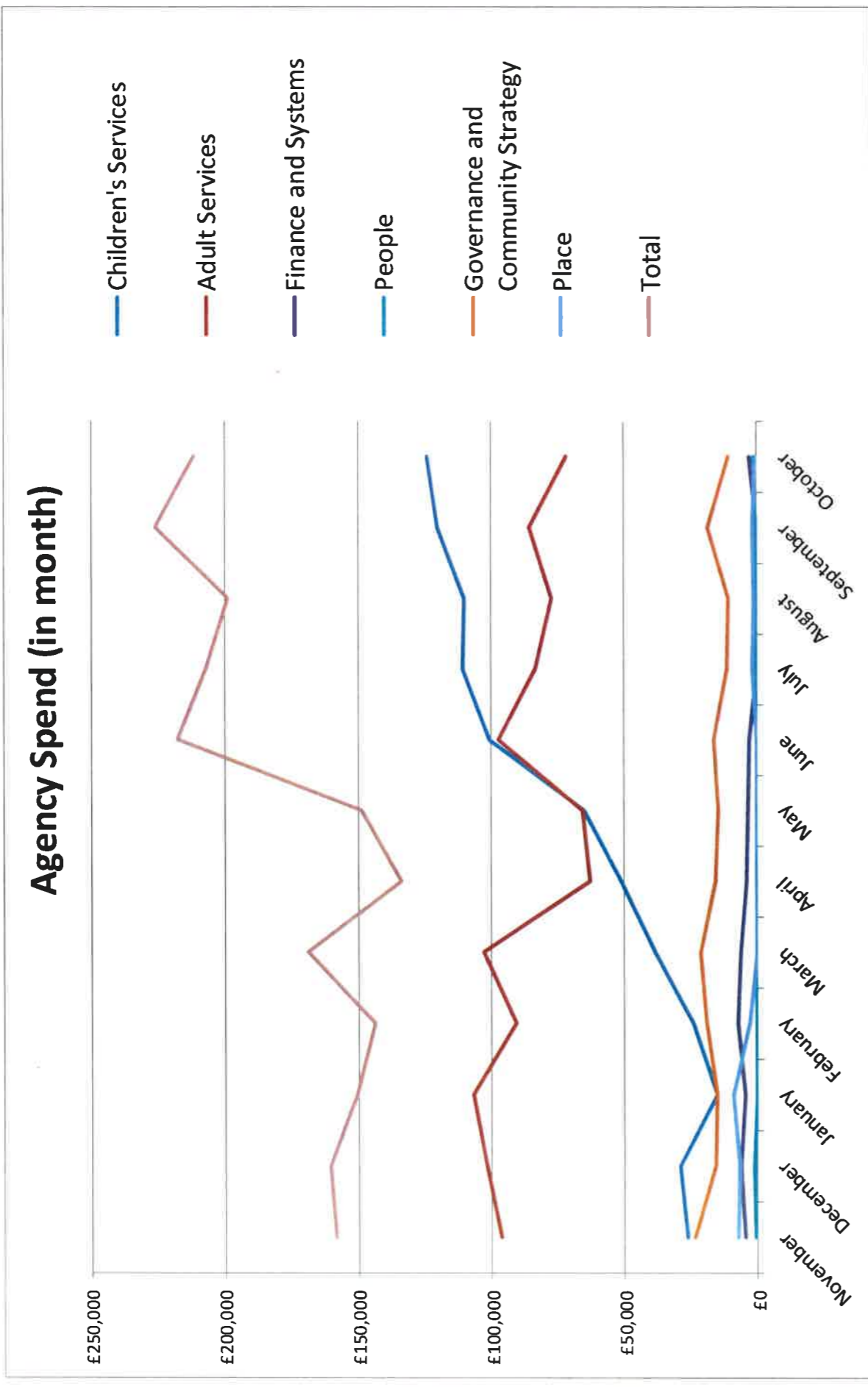
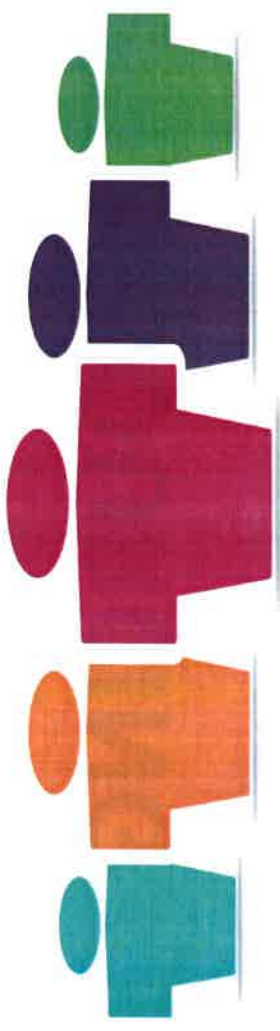
# RESOURCING



In both September and October there were a total of 45 acting up and honoraria arrangements in place, which was an increase on the combined figure in August.

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



Although there have been some monthly reductions in agency spend over recent months, it can be seen that there has been an overall upward trend over the last few months. Total spend in October was £211,420. Most directorates have experienced a downward trend except for Children's Services. A large proportion of their reliance on agency staff is due to the need to ensure we have acceptable levels of Social Worker staffing. Work continues to be progressed to reduce the need to use agency workers in these services.

Spend is from within existing budgets and continues to be monitored. The quarterly agency spend report gives more comprehensive information.

# TALENT



## New Apprenticeships (since April 2017)

Directorate	Target starts April 2017 onwards	New starts in month May 19	Conversions April 2017 onwards	Conversions in month May 19	Total	<u>Celebrating Success recipients</u>	
						This details those awarded from August to October.	
Children's Services	12	5	0	37	0	42	
Adults Services	11	0	0	33	1	34	
Commissioning	2	1	0	0	0	1	2
Finance & Systems	6	10	0	16	1	27	0
People	18	10	0	33	1	44	0
Governance & Community	5	5	0	2	1	8	1
Place	3	2	0	0	0	2	9
Schools	42	8	0	32	1	41	15
<b>Total</b>	<b>99</b>	<b>41</b>	<b>0</b>	<b>153</b>	<b>5</b>	<b>199</b>	<b>1</b>

## Apprenticeships by level

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

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



## **Apprenticeship activity**

October saw a number of colleagues starting new Apprenticeships. Nine colleagues enrolled on the Associate Project Management Level 4 apprenticeship AGMA cohort alongside colleagues from Tameside and Manchester. A further nine colleagues also started their Catering Apprenticeship in partnership with Trafford College. Our Trainee Accountant started their Level 7 apprenticeship qualification with CIPFA and our Trainee Procurement Officer enrolled to complete their CIPS apprenticeship.

To support the development of our UPSKILL programme we signed up to take part in the LGA Action Set for Workforce Development for Apprenticeships.

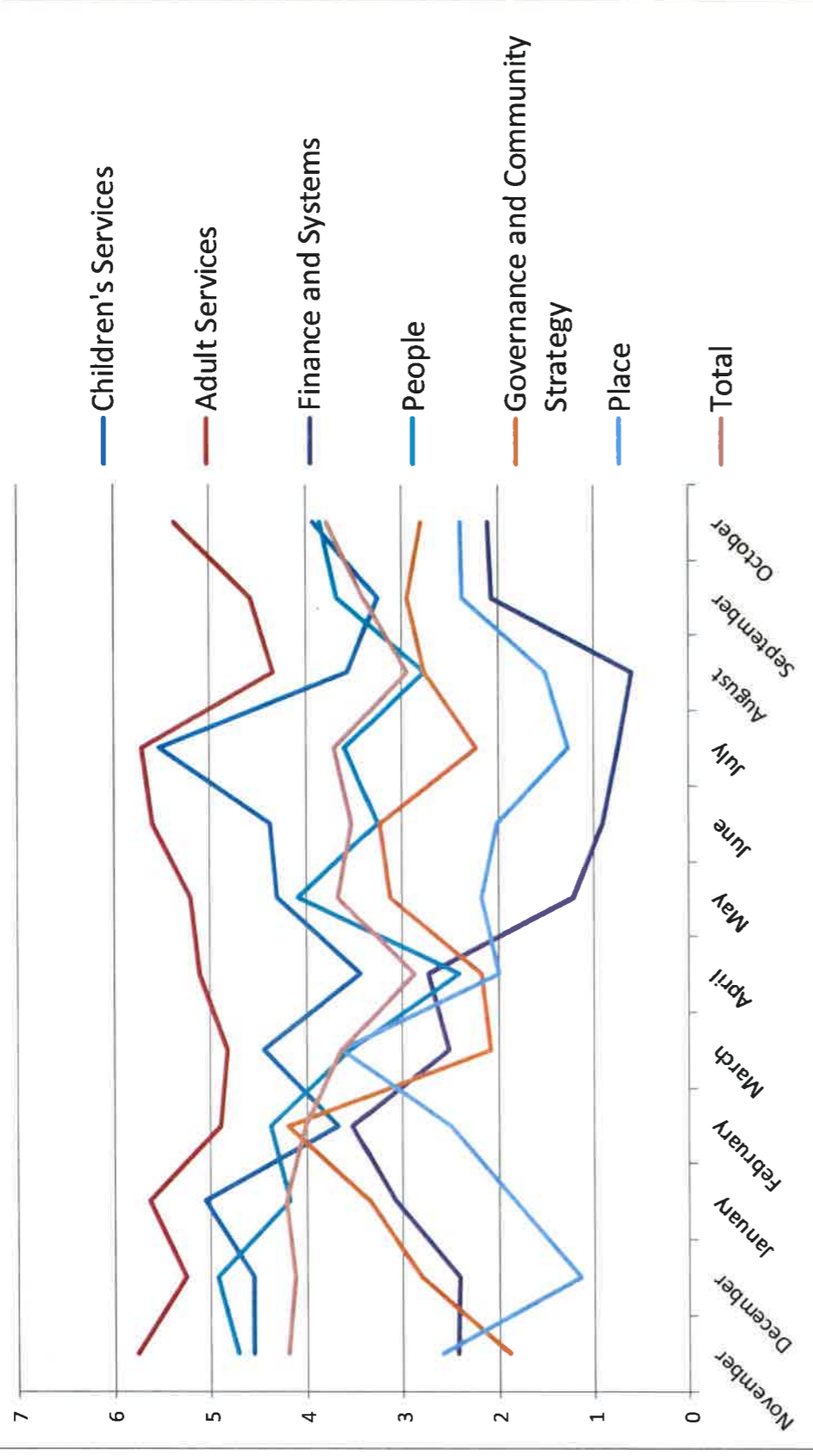


# WELLBEING

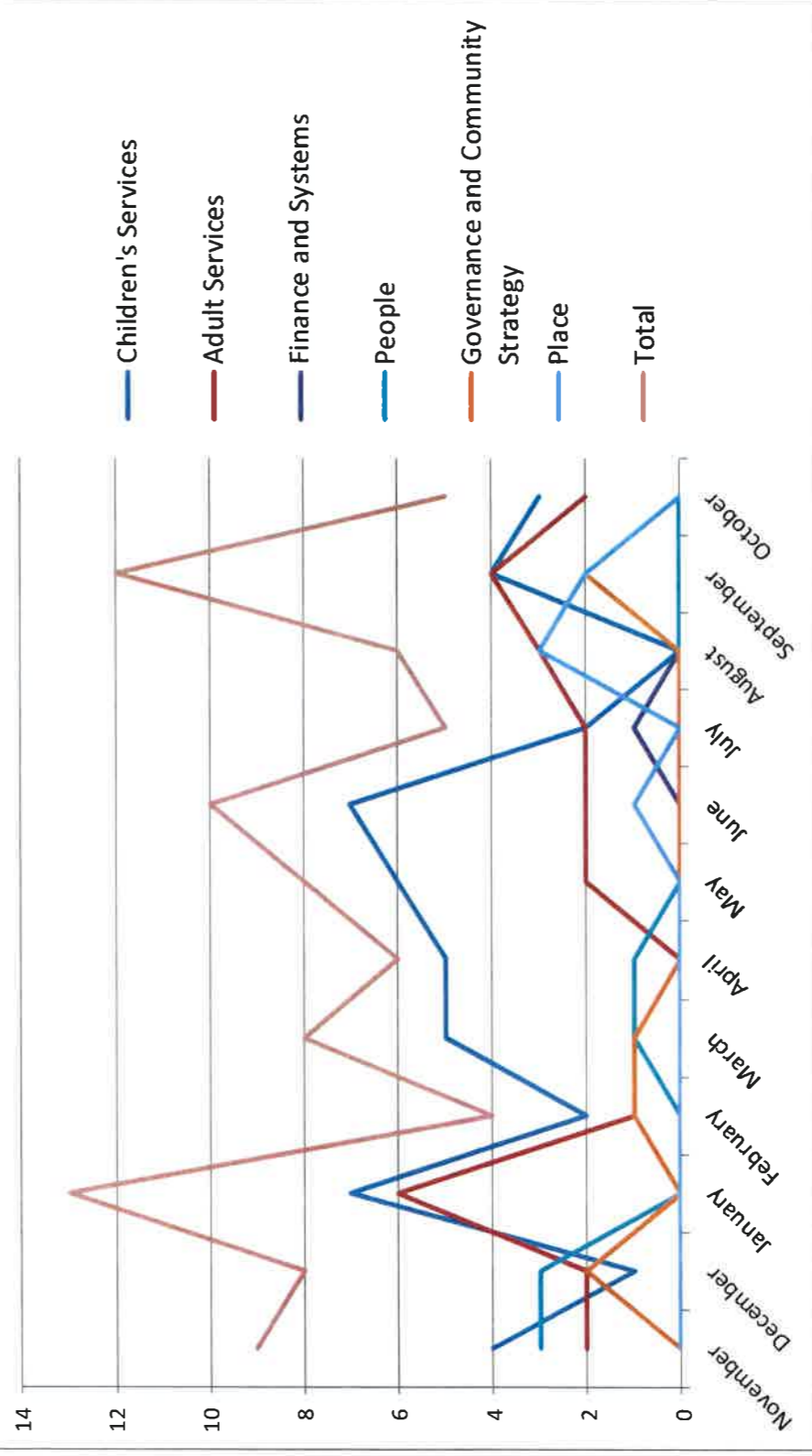


## Five Ways to Wellbeing

### Sickness (% of time lost)



### Accidents



As it is now a year since the restructure where we moved from 3 directorates to 6, from October 2019 we are now reporting sickness as the percentage of time lost over a rolling 12 months, rather than the percentage of time lost in month. The figure in October 2019 is 3.77% and this breaks down to 2.67% for long term absence and 1.10% due to short-term absence. Sickness is highest in Adult Services at 5.36% and it is lowest in Finance and Systems at 2.10%.

The number of accidents has on the whole remained fairly stable over the last few months except for a spike in September which saw 12 accidents reported. Of these there were 4 in Children's and Adult's respectively and 2 in both Governance and Community Strategy and Place. In October the figure reduced to 5.