



**TRAFFORD**  
**COUNCIL**

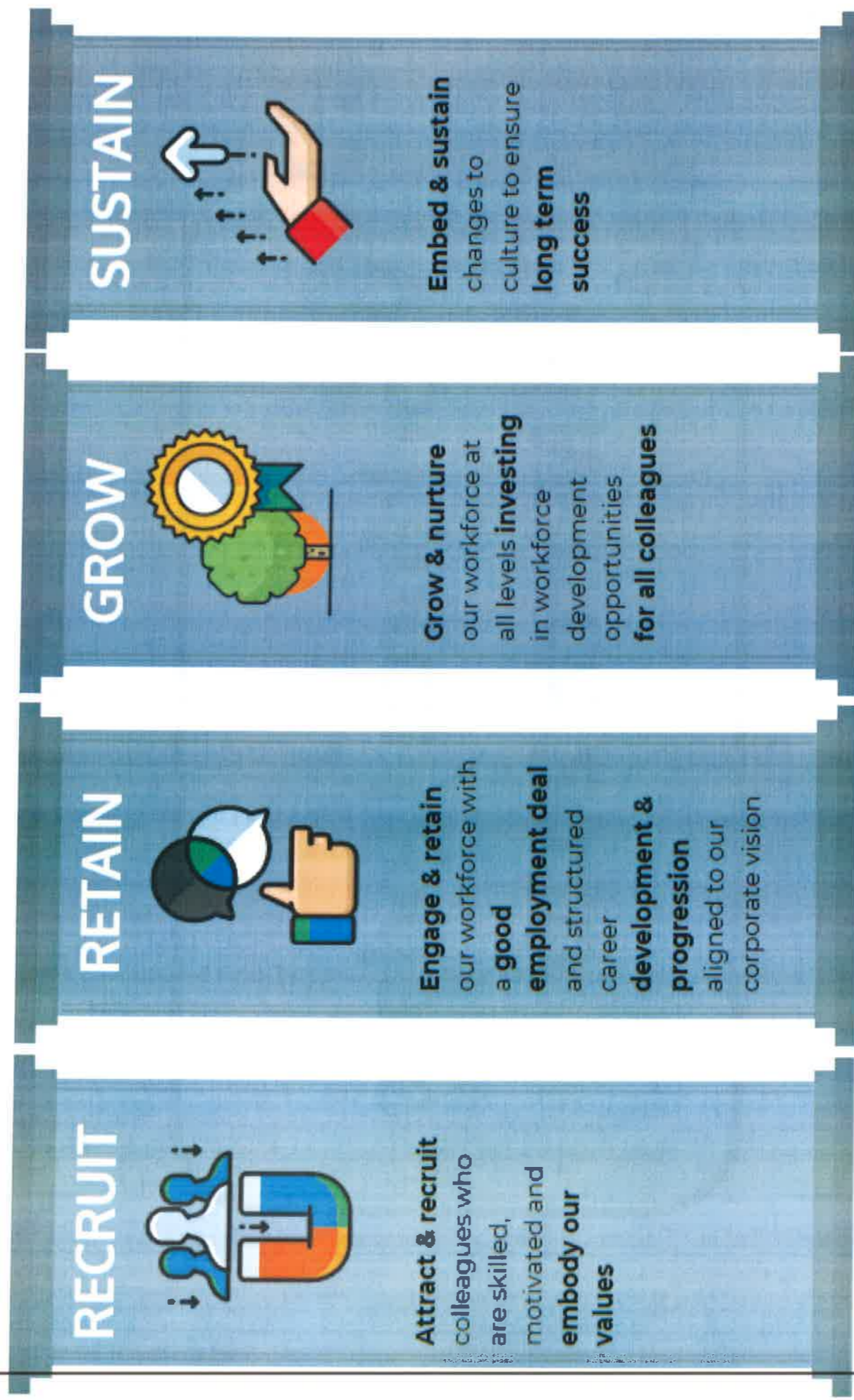
# **Workforce Update**

## **March 2020**

# Our People Strategy

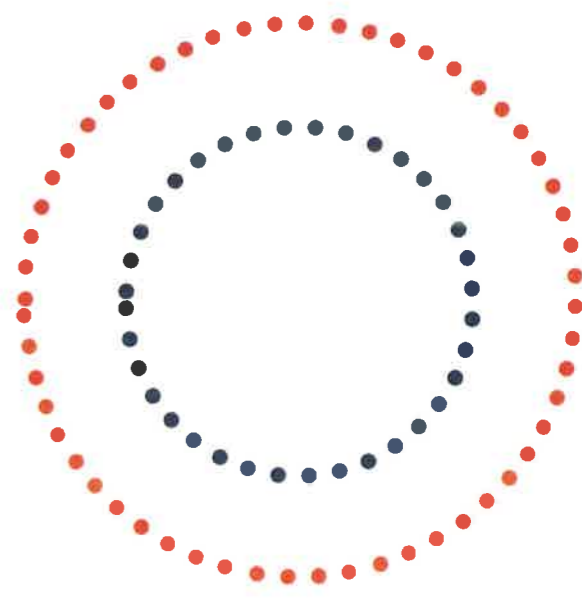
Our People Strategy 2020-22 is now in place, framed around 4 key themes that show how the HR Service will enable the employee journey to be a really positive experience and one where we recruit and nurture talent, take care of ourselves and each other and provide the tools for everyone to be the best they can be.

Some of the work in progress is outlined in the workforce updates.

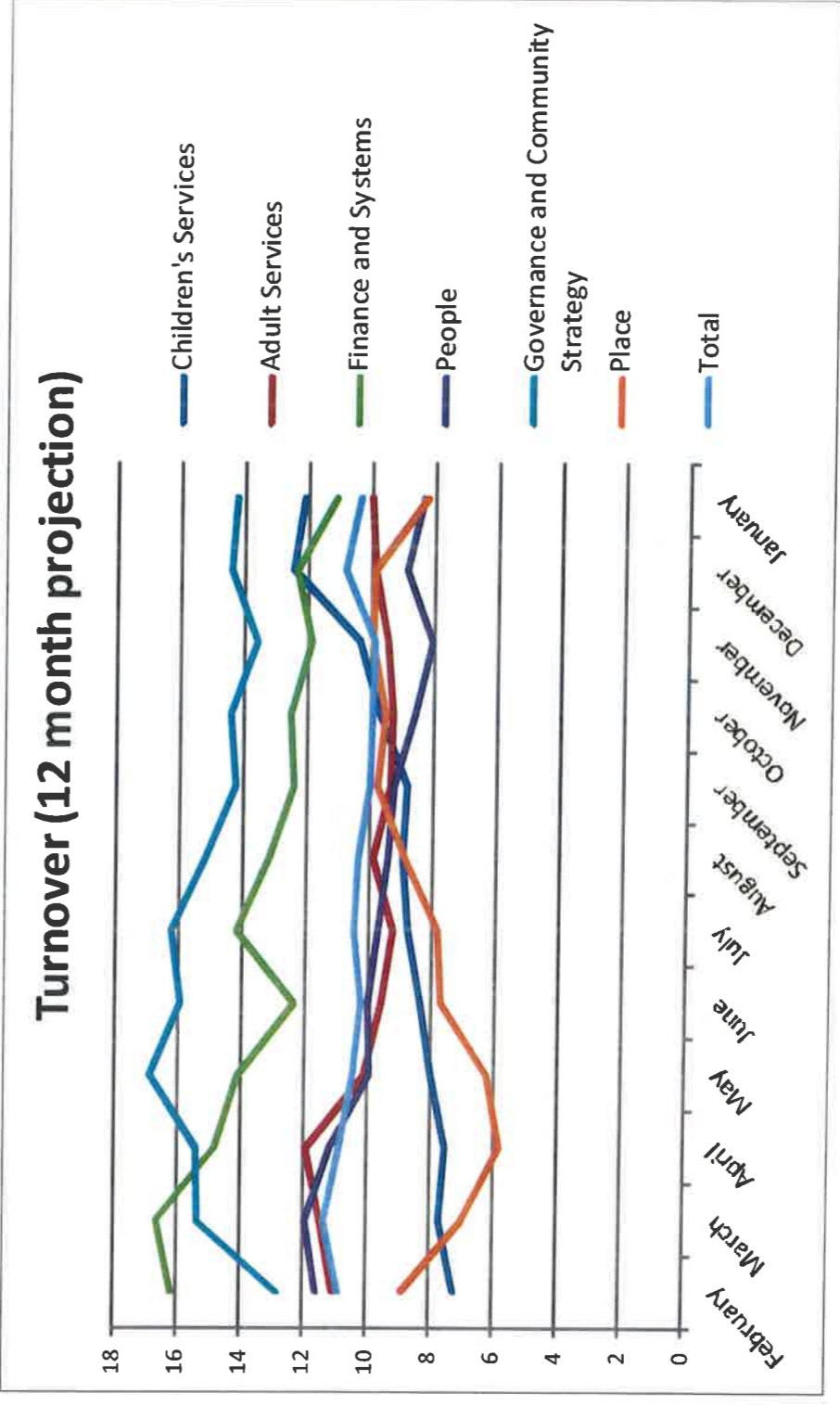
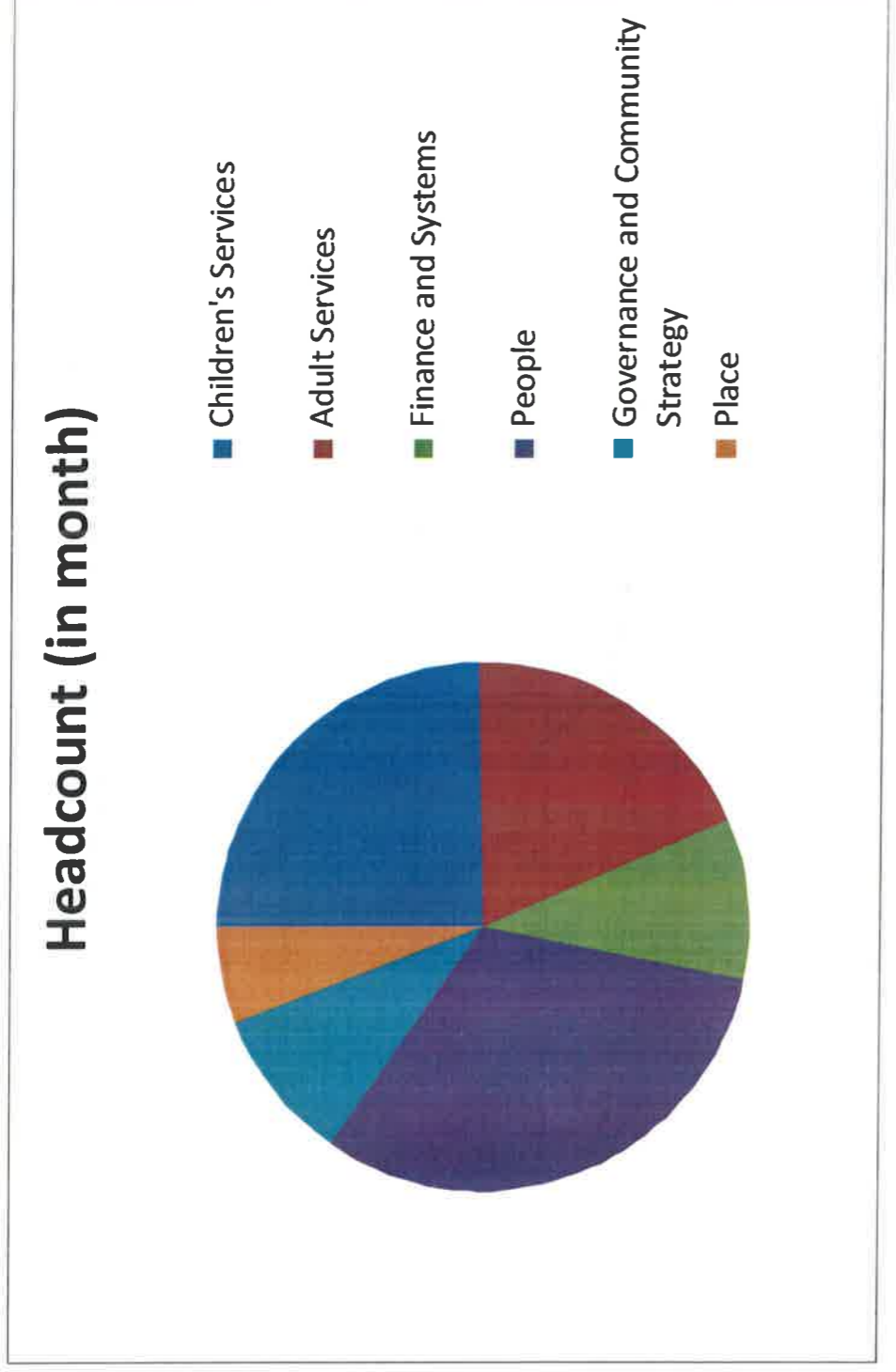
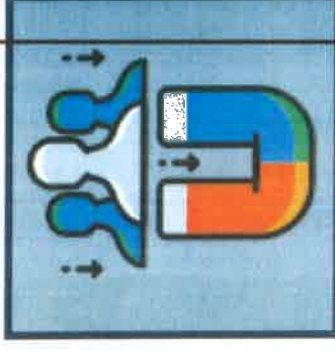


## Report Contents

Page 3	Recruit	Headcount, Turnover
Page 4	Recruit	Agency spend
Page 5	Recruit	Narrative
Page 6	Retain	Acting Up, Honoraria
Page 7	Retain	Celebrating Success, Narrative
Page 8	Grow	Sickness, Accidents
Page 9	Grow	Apprenticeships
Page 10	Grow	Narrative
Page 11	Sustain	Narrative



# ATTRACT & RECRUIT

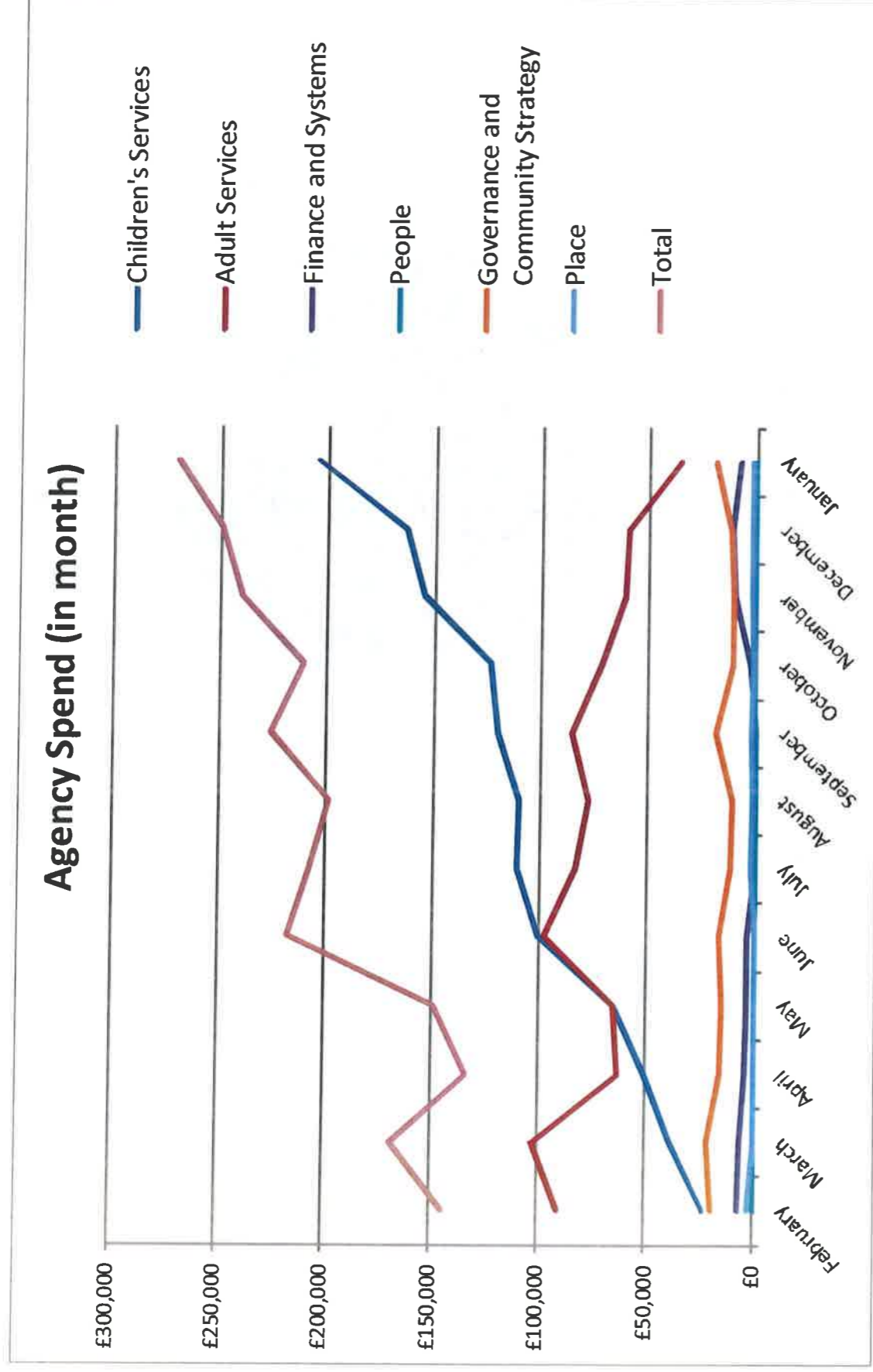
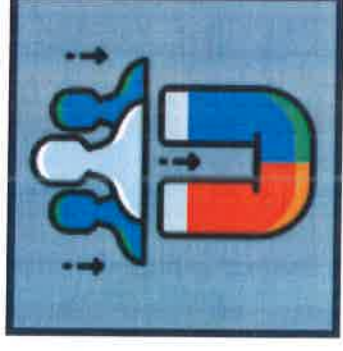


There were 2555 post holders across the Council in January.

The number of staff leaving has decreased overall since a peak in July, 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 average number of leavers remains steady at 20 (November=20.4, December=20, January=20).

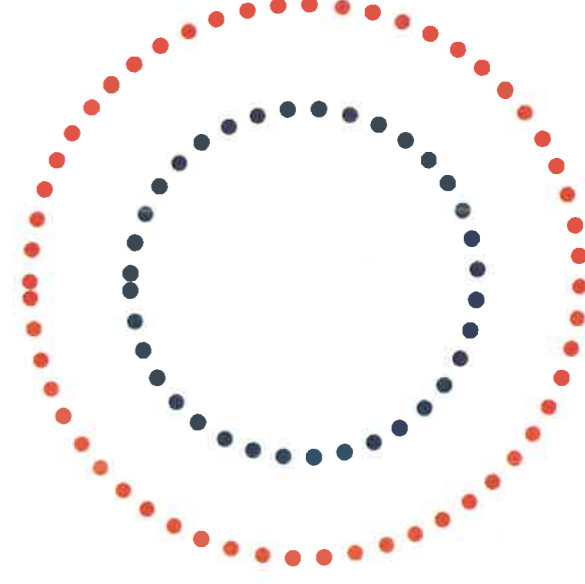
The reduction in leavers has led to a downward turnover trend, which is really positive. In October, the 12 month turnover figure was 10.34%. Turnover remains highest in Governance and Community Strategy at 14.23% and is lowest in Place at 8.22%.

# ATTRACT & RECRUIT

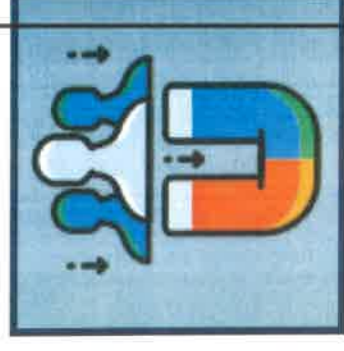


Although there have been some monthly reductions in agency spend over recent months, it can be seen that there has been an overall upward trend over the last few months. Total spend in January was £270,092. Most directorates have experienced a downward trend except for Children's Services. A large proportion 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.



# ATTRACT & RECRUIT



## Guaranteed Interview schemes

We have now launched schemes for ex-military and also Care Leavers which follow the principles of the long-standing 'Disability Confident' guaranteed interview schemes. Individuals who meet the essential criteria for the roles they apply for will be shortlisted for interview so they have a chance to demonstrate their skills, experience etc. in interview.

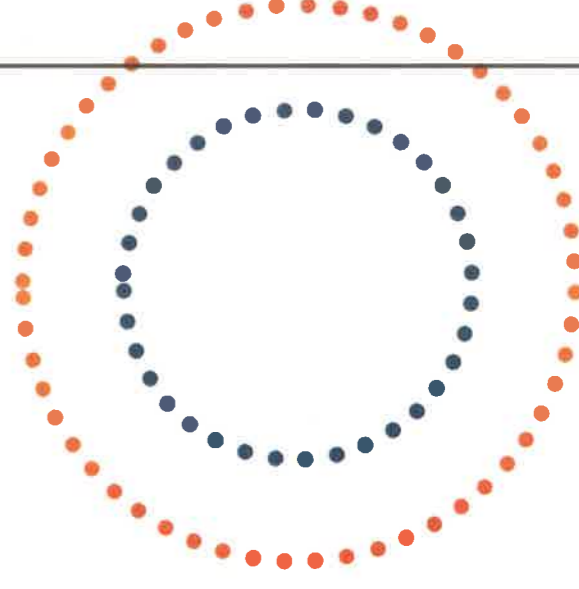
## Resourcing improvements

In January 2020 the Council switched to a new resourcing application tracking system (ATS). The aim is to improve the candidate experience when applying for jobs at Trafford. We have built new application forms so that we have greater flexibility in how candidates apply. For example we have introduced a CV upload application, an application specifically for front line services and an apprentice application (as well as the standard application forms).

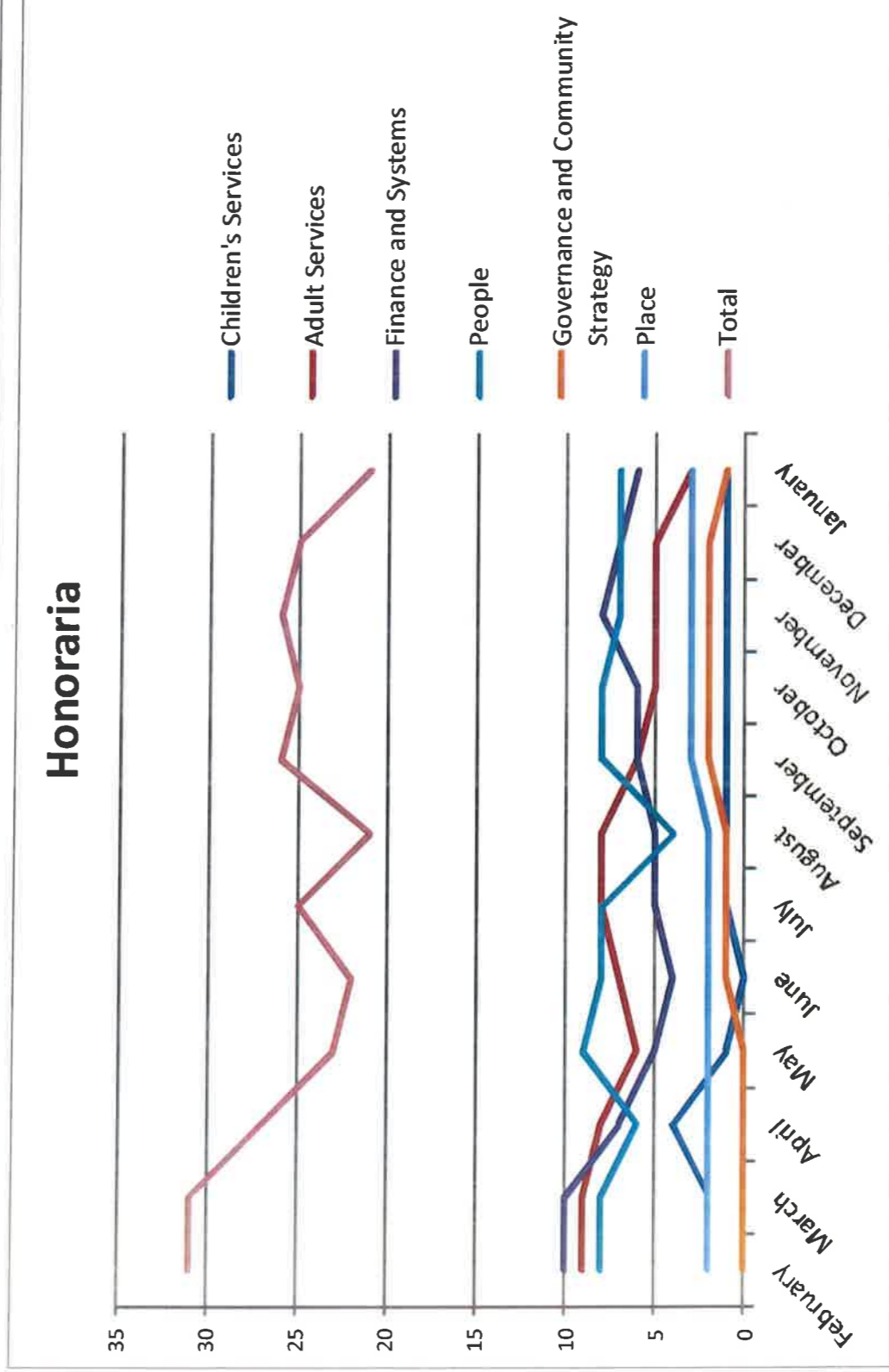
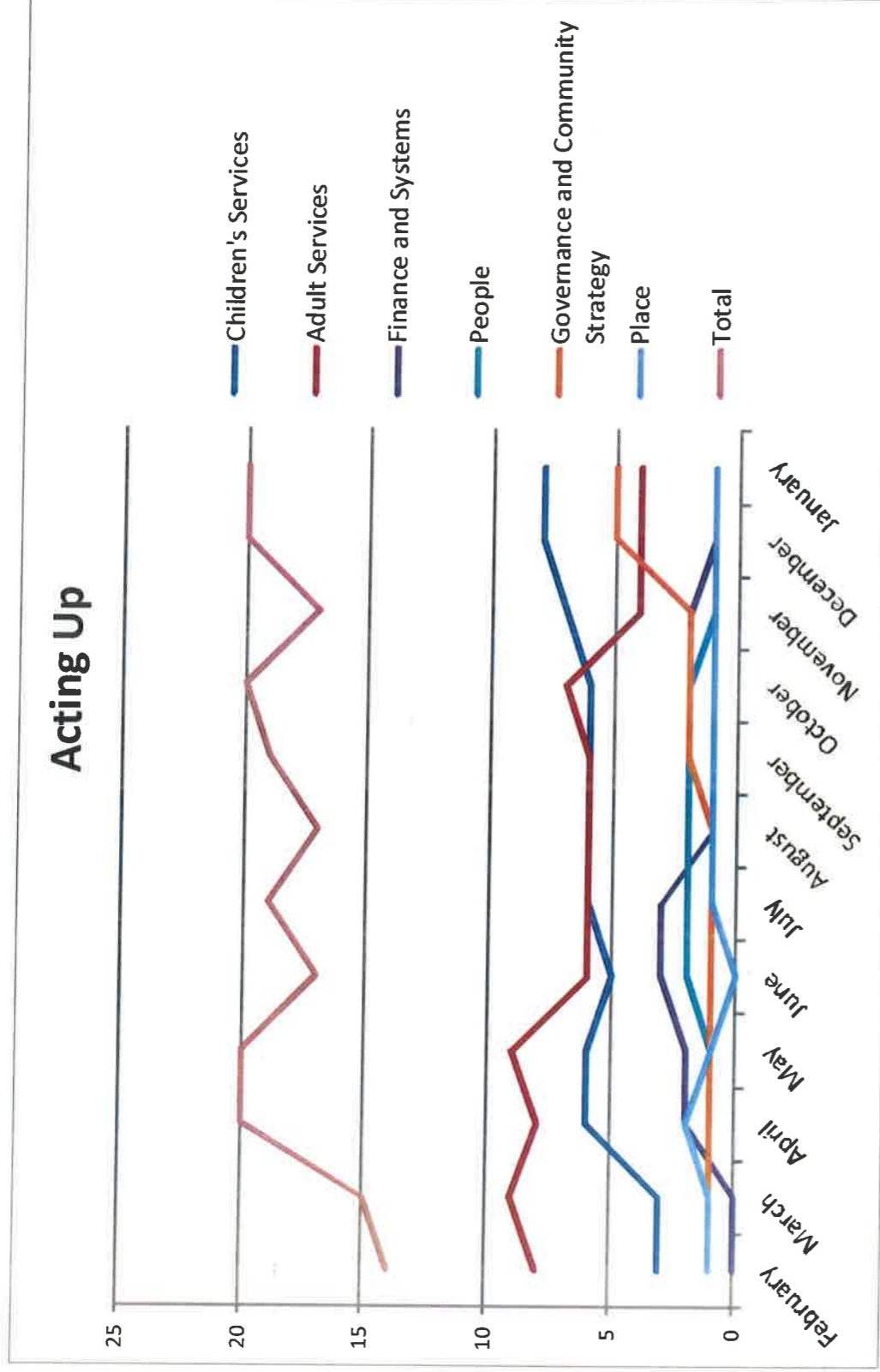
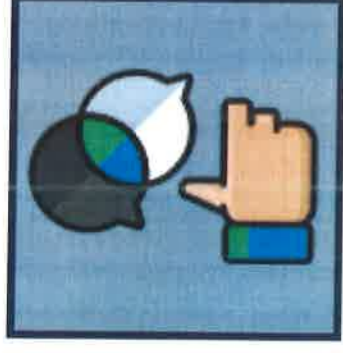
Candidates now use the same logon and password that they use when applying for roles in the other GM authorities. Their personal details are also pulled through making it much easier for them to apply. The system and application process is much more user friendly.

Our Guaranteed Interview Schemes for care leavers, disabled applicants and ex-military applicants are now highlighted. So these candidates now click a box to inform us if they are applying under the scheme, and our recruiting managers also know if this applies when they are sent the application forms to shortlist. The supporting statement section of the application has been completely transformed. This is now split into sections - experience, knowledge, skills and abilities and values. This follows the order of the role profile and makes it easier for our managers to shortlist. In the values section we have embedded a link so the when the applicant clicks on it our EPIC values are uploaded.

These are the first steps towards the full implementation of a new system. We are looking to introduce further improvements such as screening questions, the ability for managers to shortlist online and also interview scheduling through the system.



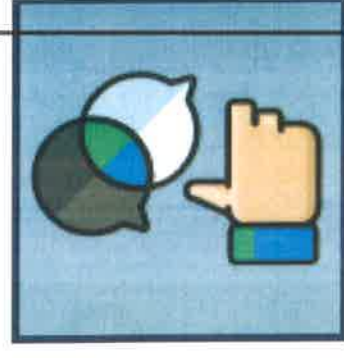
# ENGAGE & RETAIN



Between November and January, the combined totals for acting up and honoraria arrangements were 57 and 72 respectively, which remains steady compared to the combined totals from August to October as 56 and 72.

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.

# ENGAGE & RETAIN



## Celebrating Success recipients

This details those awarded from October to January.

Directorate	Number
Children's Services	3
Adults Services	12
Finance & Systems	3
People	8
Governance & Community	7
Place	0
Total	33

## B-heard

We launched our Trafford b-Heard survey on the 14 October and closed the survey in early November 2019. Regular dashboards and communications were circulated to CLT, Heads of Service, Colleagues and our team of EPIC Pioneers to encourage as many colleagues as possible to participate. This resulted in a 51% completion rate which is significantly higher than previous surveys. Our Best Companies Index (BCI) engagement score of 631.9 places us as a “one to watch” organisation and represents “good” levels of engagement.

During December we analysed our b-Heard engagement survey and the corporate results were shared with CLT on the 16 December in a session facilitated by the CEX of Best Companies, Jonathan Austin. Following on from this session a 1 page overview was communicated to all colleagues to update on response rates and key actions regarding next steps, we are finalising a more in depth communication to colleagues outlining the key themes and actions that will be taken at a corporate level in the short, medium and long term. Alongside this communication we are in the process of sharing directorate results with relevant Management Teams with a view to defining actions at a directorate level. Management Teams with the support of HR will then be required to share relevant results with their teams who will also identify key actions that they can take to support engagement at Trafford.

## Engagement

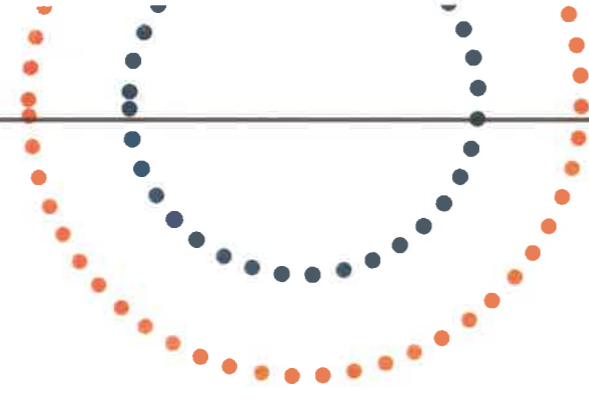
During November and December we supported with the administration and delivery of our “Let’s Talk” sessions held at Hotel Football and Limelight on the 02 and 09 December.

We held our first Leadership Summit, at UA92 on the 10 February 2020. The afternoon was packed full of guest speakers which included Prf. Donna Hall CBE and Ian Hopkins, Chief Constable GMP. The summit was themed around “leading in a new landscape” and courageous leadership. The event was attended by around 100 senior managers and colleagues. Alongside the key note speakers there were 2 bite sized workshops that focussed on leading change and building resilience. We are currently evaluating the event with participants.

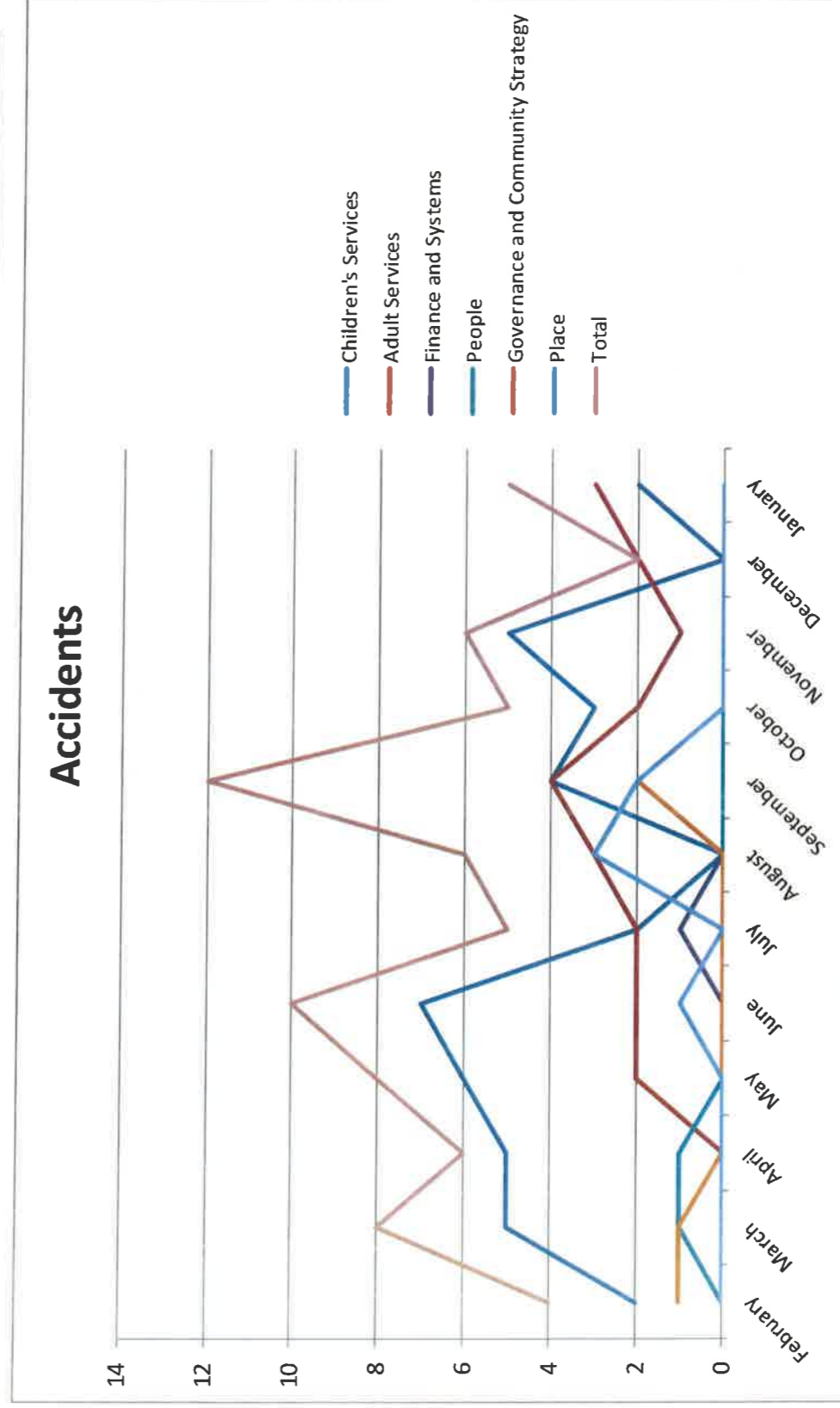
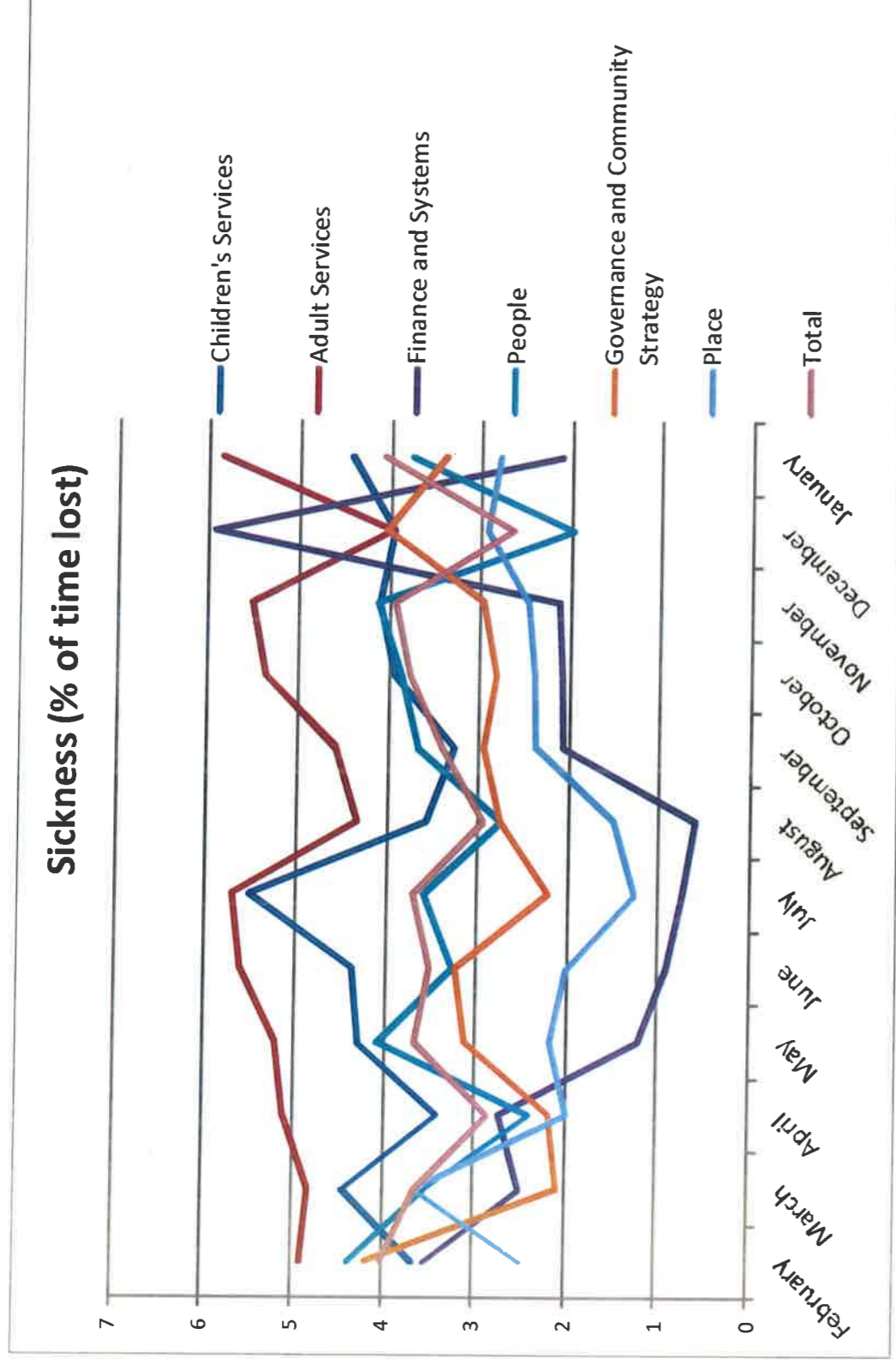
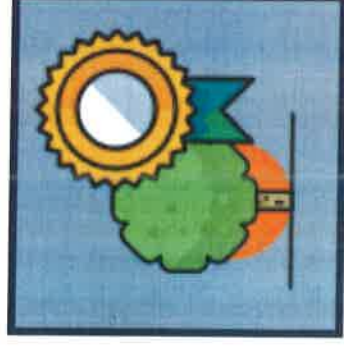
We designed and delivered a “Christmas” catch up session with our EPIC Pioneers, where we road tested the corporate one page overview of the b Heard results and updated on further people initiatives and made plans for further Pioneer Meetings in 2020.

## Xmas events

December saw several Christmas events to bring staff together and linking with our communities. These included: Christmas bake off; carols from one of our local schools; markets so staff could buy presents; Christmas jumper day competition; toy appeal; and school Christmas dinner volunteering.



# GROW & NURTURE

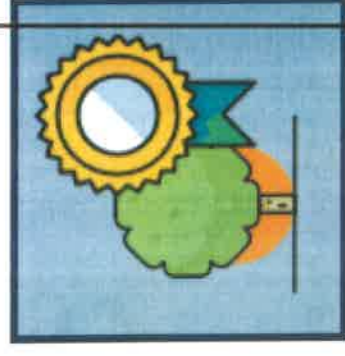


As it is now a year since the restructure where we moved from 3 directorates to 6, from October 2019 we are now reporting sickness as the percentage of time lost over a rolling 12 months, rather than the percentage of time lost in month. The figure in January 2020 is 4.06% and this breaks down to 2.35% for long term absence and 1.71% due to short-term absence. Sickness is highest in Adult Services at 5.85% and it is lowest in Finance and Systems at 2.12%.

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. From November the figure has remained low, with the lowest in December as 2 accidents were reported.



# GROW & NURTURE



## Ongoing Apprenticeships

Directorate	November 2019	December 2019	January 2020
Adult Services	42	42	42
Children's Services	46	50	51
Finance and Systems	33	33	36
Governance and Community Strategy	9	9	9
People	56	56	56
Place	6	6	7
Schools	44	44	45
<b>Overall total</b>	<b>236</b>	<b>240</b>	<b>246</b>

## Apprenticeship activity

Apprenticeship starts have increased again during this quarter going against the national trend which is showing a decline. Apprentice's starts have been particularly high in our Children's Services directorate. This includes our first apprentice role to be offered to a Trafford care leaver within our Virtual Schools team. We have also offered another Trafford care leaver a pre apprenticeship placement of 12 weeks to get them apprenticeship ready.

Behind the scenes we are working on our apprenticeship strategy and a toolkit for managers who have employees undertaking an apprenticeship.

We have continued to actively promote apprenticeship opportunities that are available within our schools. This has included individual sessions at schools, attendance at a schools HR breakfast session and new promotional materials being produced.

The first quarter of 2020 will see National Apprenticeship week taking place, it is planned that a range of activities will take place engaging with our entry level apprentices and other public sector apprentices across Greater Manchester alongside a celebratory event for our apprenticeship completers and a potential apprenticeship swap with a Trafford Job Centre.

## EPIC Manager Piloting in February

We have been designing our EPIC Manager programme. The programme has been designed to give new and existing managers the skills, knowledge and behaviours to recruit colleagues aligned to our values, to develop and grow their teams and create the right conditions for their teams to thrive.

Our Pilot programme launches on the 27 February and further dates have been set throughout 2020. The core modules include Role Modelling our EPIC Values and leading the way, Values Based Recruitment, Managing Health and Wellbeing, Leading Equality and Diversity. There are also a number of bolt on modules which include, making the most out of your Epic You – Check in's and the commissioning manager.

We will further build on this programme once we have piloted to offer a consistent learning and development offer to all our managers at Trafford.

# GROW & NURTURE



## EPIC You Check-In Programme

We continued with our Epic You Manager and Colleague Training Sessions in December and delivered workshops on the 03 & 04 December 2019. In total we have upskilled 42 Colleagues and 79 Managers.

We have booked further dates for 2020 to run more workshops and will be advertising dates along with a series of communications to encourage colleagues to attend these training sessions in preparation for the submission of Personal Development Plans in April and May 2020. Once we are in receipt of colleagues Personal Development Plans, we will plan and deliver on the key learning requirements identified at organisational, directorate, team and individual level.

## Offload Mental Health Fitness Programme

Through our 'EPIC You Employee Health and Wellbeing Strategy', we were able bring back 'Offload', an innovative mental wellbeing programme, throughout November and into December. The programme, run in association with Rugby League Cares and Super League Club Charitable Foundations, let colleagues hear personal stories from professional sports players about how they have dealt with a range of mental health issues and everyday life stresses. The five week programme held sessions at both Trafford Town Hall and Sale Waterside, and included topics covering basic mental health, stress management and work/life balance. It allowed staff to talk more openly about mental health. The sessions proved popular with over 200 attendees over the course of the programme.

## EPIC You – Employee Health and Wellbeing Week

Trafford Council and NHS Trafford Clinical Commissioning Group teamed up to provide our Employee Health and Wellbeing Week between 20-24th January. A variety of activities were made available to colleagues to help boost the health and wellbeing of our workforce. The week supported the recent launch of our EPIC You – Employee Health and Wellbeing Strategy which is all about providing a Trafford workplace that supports and encourages colleagues in their positive wellbeing.

A full calendar of events took place at Trafford Town Hall, Sale Waterside and Partington Health Centre, under the key themes of the Strategy including Healthy Lifestyle, Mental Wellbeing and Musculo-skeletal Health. The activities included:

- Health checks and smoking cessation support sessions
- An active workplaces workshop, a led walk, Trafford Leisure Services promotion, yoga taster sessions and workstation health and safety support
- Stress and wellbeing workshops, mindfulness sessions, mental health first aid promotion, 'Your money' financial support and 'Meet the Guide dogs' sessions

Our Health and Wellbeing Intranet Pages have further details of our Employee Health and Wellbeing Strategy and a range of valuable information to support your wellbeing.

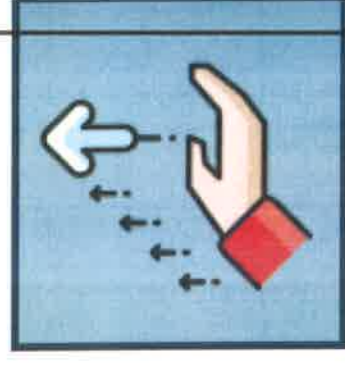
<http://cms.intranet.trafford.gov.uk/HR/EPIC-you/EPIC-You-Health-and-Wellbeing.aspx>

## Health Safety and Wellbeing

An inaugural meeting of the Disability Policy and Awareness Review Group at the end of November has led to a number of work streams being progressed during December to support colleagues who may require additional support due to disability or health conditions. The review group is considering a range of issues including policies, training and building access/facilities matters to ensure support is offered in the most appropriate way. Actions have included:

- The provision of additional covered disabled parking bays at Trafford Town Hall multi story car park
- An email footer that includes a statement prompting individuals to advise if they require any reasonable adjustments when meeting with colleagues so that such arrangements can be put in place
- The Corporate room booking system now has improved visibility and guidance on accessibility requirements
- The ongoing development of an Employment Diversity and Inclusivity offer –EPIC Manager, for our Trafford leaders.

# EMBED & SUSTAIN



## Locality Plan

The Trafford Together Locality Plan 2019-2024 has now been published. The Locality Workforce Team are now in a stage of understanding and assessing the needs of the key pillars of reform, as a key enabler to this work. The next step will be to establishing workforce solutions to support the delivery of network neighbourhood Health and Social Care model. This builds on existing foundations put in place with The Trafford Way programme which was put on hold in 2019. A visit to Wigan Council to see the 'Healthier Wigan' colleague experience/development programme has given some great food for thought and broader contacts.

