



**TRAFFORD**  
**COUNCIL**

# Workforce Update December 2023



# Our People Strategy

Our People Strategy is framed around 4 key themes that show how the HR Service enables 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.

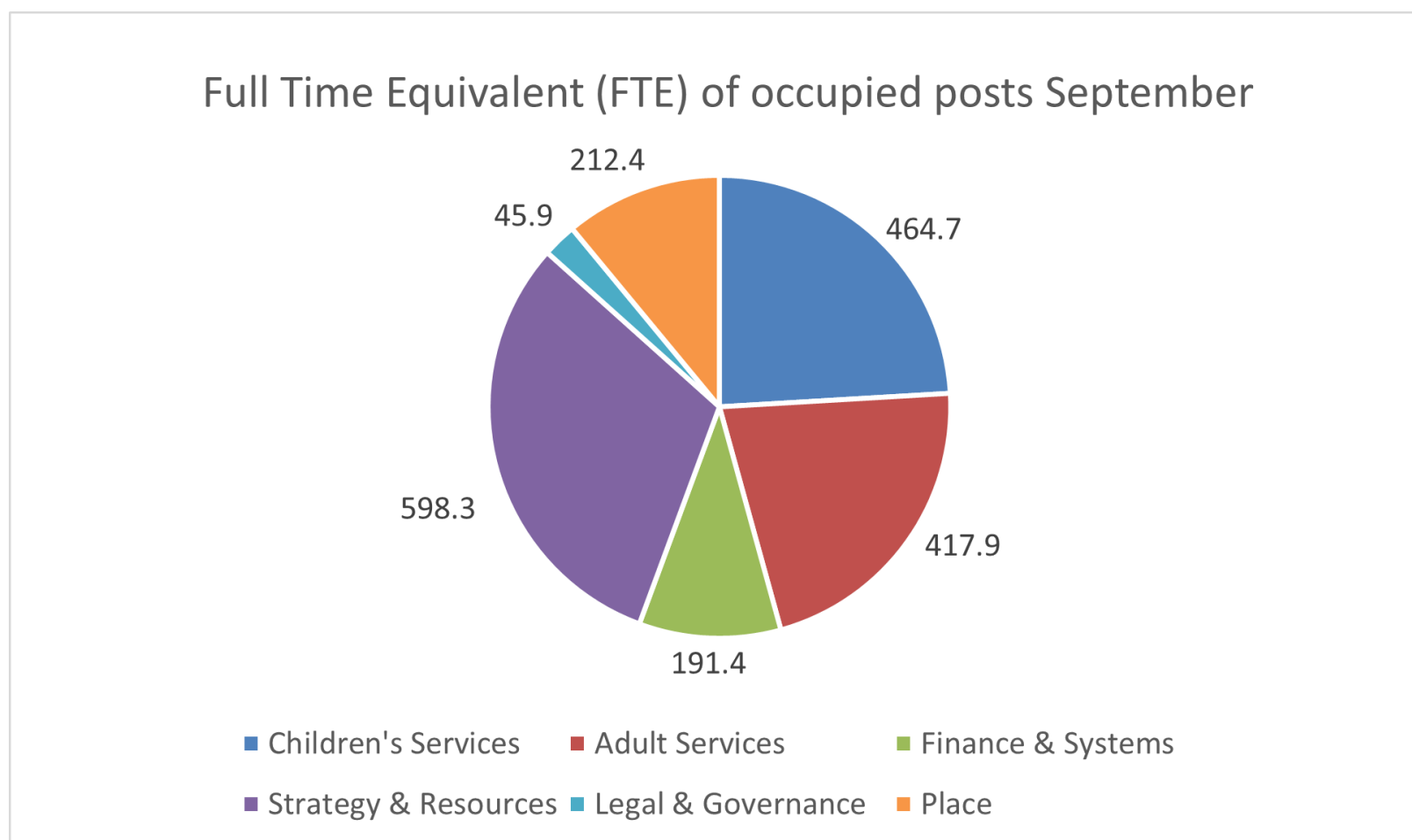
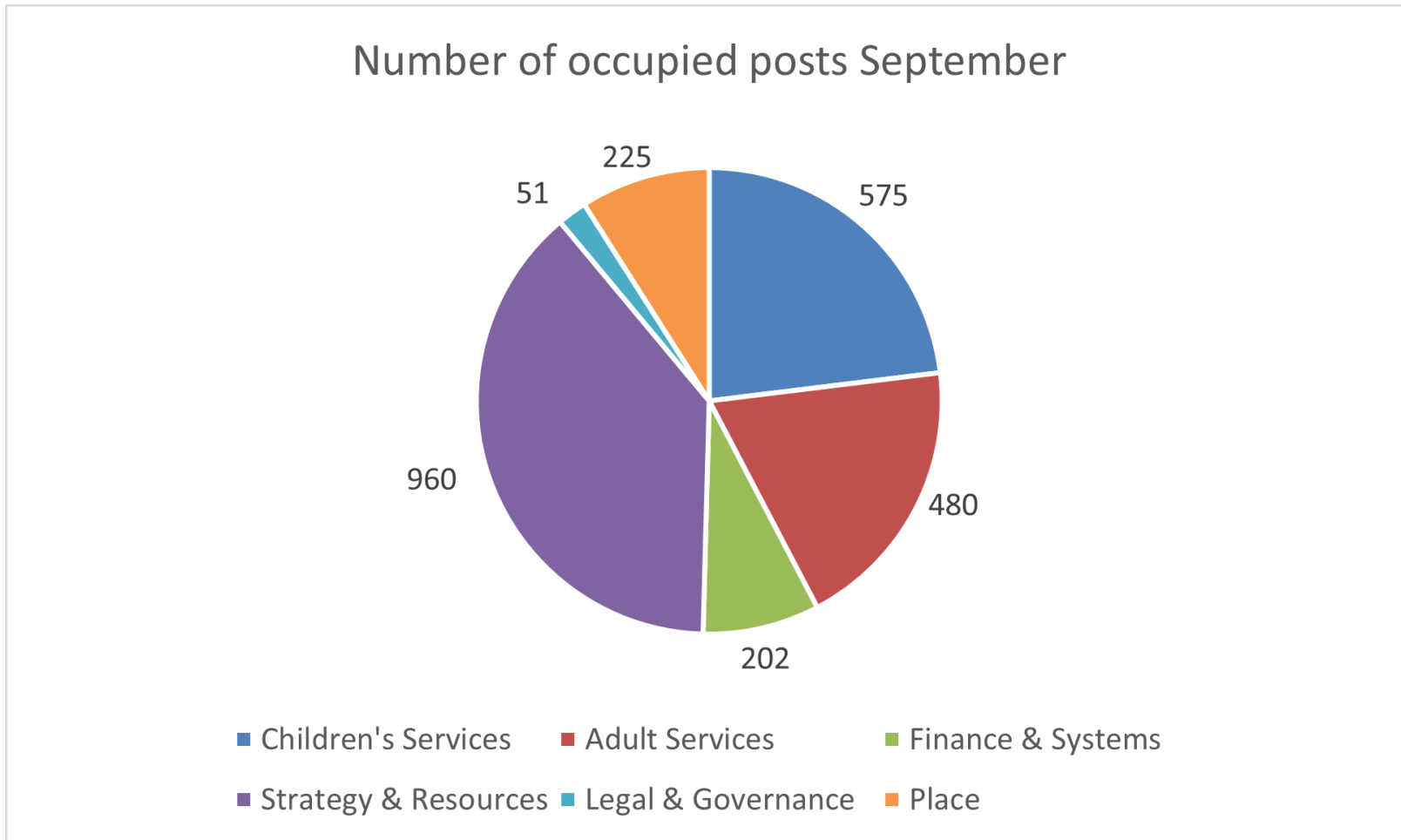
This report details some key workforce metrics, so we can monitor progress and provides updates on different work areas, all themed around our People Strategy. The metrics cover the year ending September 2023.



## Report Contents

Page 3	-	<b>Attract and Recruit</b>
Page 6	-	<b>Engage and Retain</b>
Page 12	-	<b>Grow and Nurture</b>
Page 15	-	<b>Embed and Sustain</b>

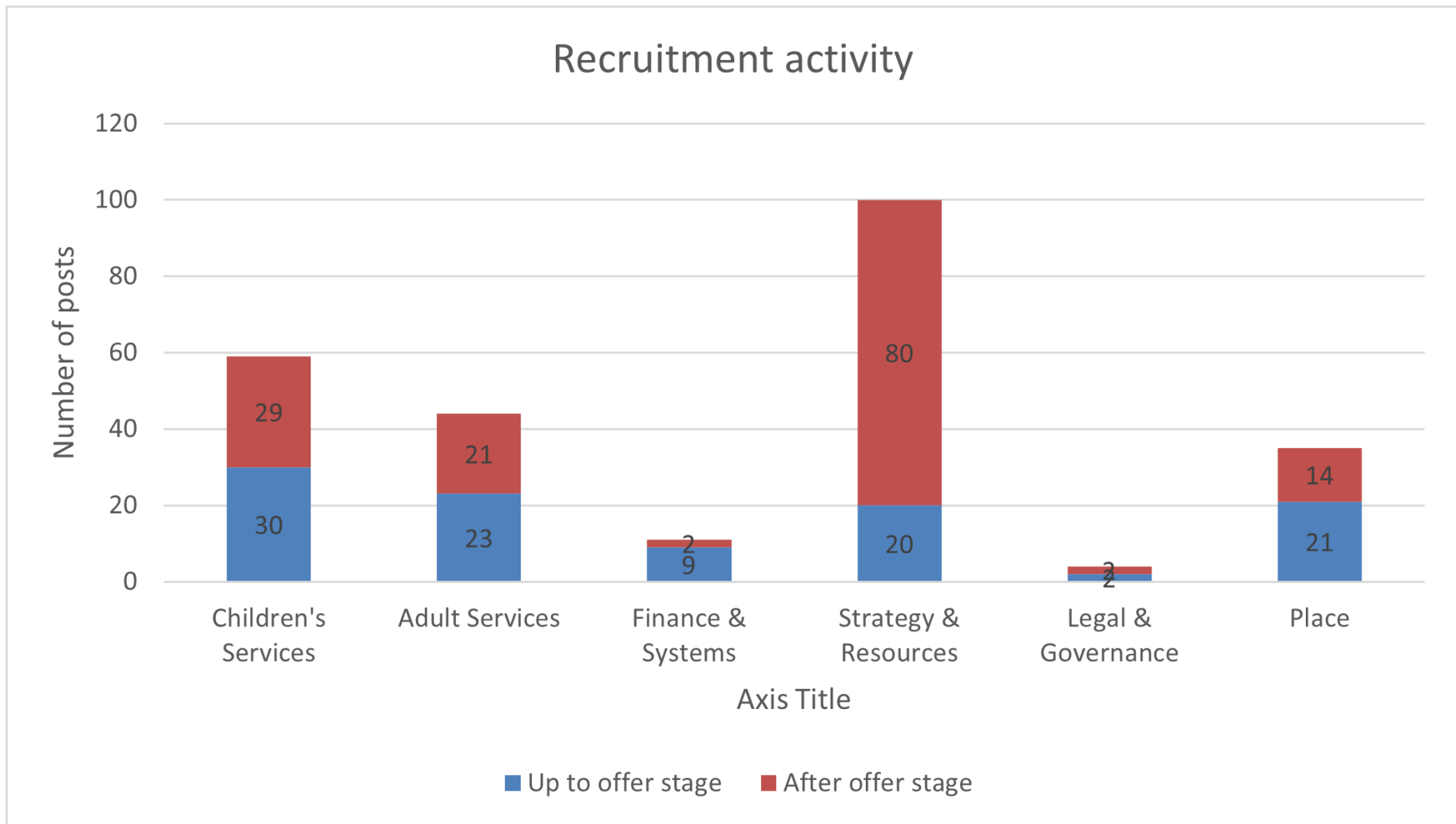
# ATTRACT & RECRUIT



In September 2023 there were a total of 2493 substantive posts occupied within the Council which equates to a full time equivalent (FTE) of 1930.6. The biggest variance between the number of posts and the FTE is within Strategy & Resources—this is due to staff who work in Operational Services for Education (OSfE) where the majority of roles are part-time, based on the nature of the needs of our schools client base. Some staff have more than one post within the Council so the headcount/total number of employees was 2392.

Over the 12 months to end of September 2023 we welcomed 253 new employees to the Council which equates to 221.2 full time equivalents (FTE).

# ATTRACT & RECRUIT



## Resourcing Updates

**Recruitment activity** – At the end of September there were 253 roles being recruited to. Of these 105 were up to the offer stage and 148 were after offer, but before commencing with the Council.

**GM Pledge** – There are ongoing challenges of recruitment and retention across the social care workforce at a national, [regional](#), and local level. A GM Pledge has been introduced in November 2023 that involves the introduction of an agreed set of rules on the engagement of agency social work resource in local authority children's social care across GM. This will include the introduction of price caps on what local authorities may pay per hour for an agency social worker. The pay rates have now been finalised and Trafford Council have no workers in place above the capped rate. There is also work ongoing on a national level.

**Greater Jobs** – We continue to develop our Greater Jobs content to ensure that we are promoting Trafford as an EPIC workplace. Alongside our [existing pages](#) we have developed a new page showcasing all our [accreditations](#) and achievements—these also appear on every [job advert](#).

# ATTRACT & RECRUIT



## Resourcing updates continued

**Work Experience** – We are now receiving requests for 2024. These are being dealt with in order of date received. Trafford College has requested support with their work experience week in November. It has been agreed we will offer 3 week long placements. A CLT paper has been written to suggest a more robust process.

**Extended Placements** – We will be supporting two long term placements planned in the Organisational Development and Resourcing Teams starting later in 2023, these will support students from Trafford College on T-level qualifications.

**Supported Internships** – All 5 young people have now started their placements. The placement in HR is going very well. The young person is showing an increase in confidence and skills. Work is now ongoing for the second cohort of placements in January 2024.

**Promoting Trafford and our roles** – This has been a busy period for the team in terms of attending jobs fairs. The job fair at Old Trafford Football Ground in July was a very well attended event and offered an opportunity to promote our vacancies and brand to the local community. From October 2022 to November 2023 we have attended 11 jobs fairs/community events to promote Trafford and our role opportunities.

**Operational Services for Education (OSfE)** – They have several vacancies and are currently finding it a challenge to recruit. We continue to have weekly meetings with the service to draft action plans and discuss ongoing recruitment challenges as well as developing a recruitment strategy to target School Crossing Patrol vacancies. In the last 3 months we have attended several community recruitment events at various libraries and at the Town Hall. These are effective as we can interview candidates on the day and start recruitment checks. One event resulted in 30 offers of employment being made.

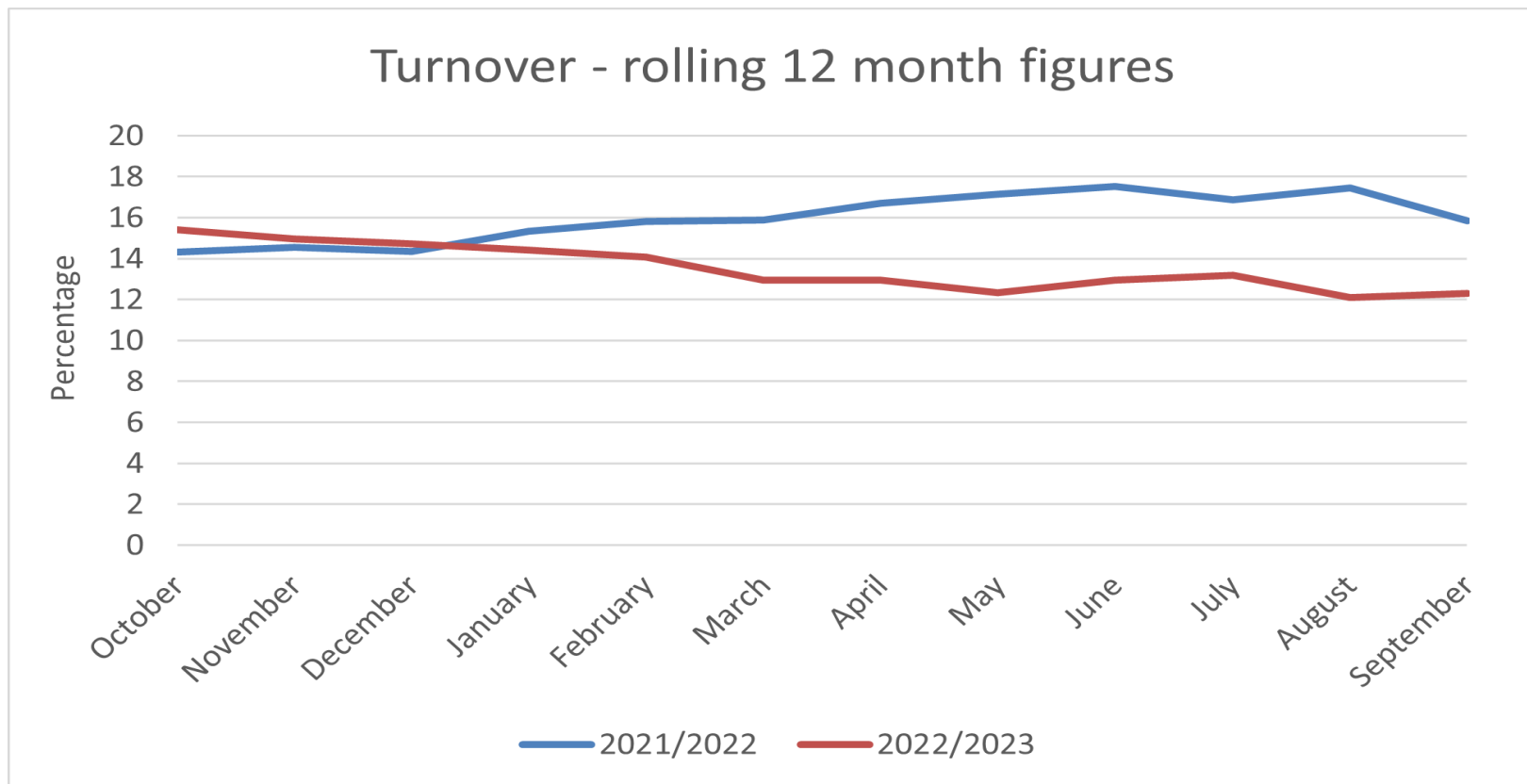
**Children's Services** – Weekly meetings are continuing to take place with leads from Children's Services. Adverts are continuing on a rolling basis and new approaches have been trialled, including webinars, drop-in sessions and targeted campaigns. We also attended their Investing in our People steering group.

**Director Recruitment** – We supported with interviews for the Director of Cultural Transformation in September 2023. This has resulted in a successful appointment and the chosen candidate will start at Trafford on 5 December 2023.

**Training** – We continue to support the Values Based Recruitment and selection training sessions. Chairs of recruitment panels are required to attend this training. We co-delivered training sessions with our Learning and Development team in July, August and September. Further sessions are planned to be delivered on a monthly basis.

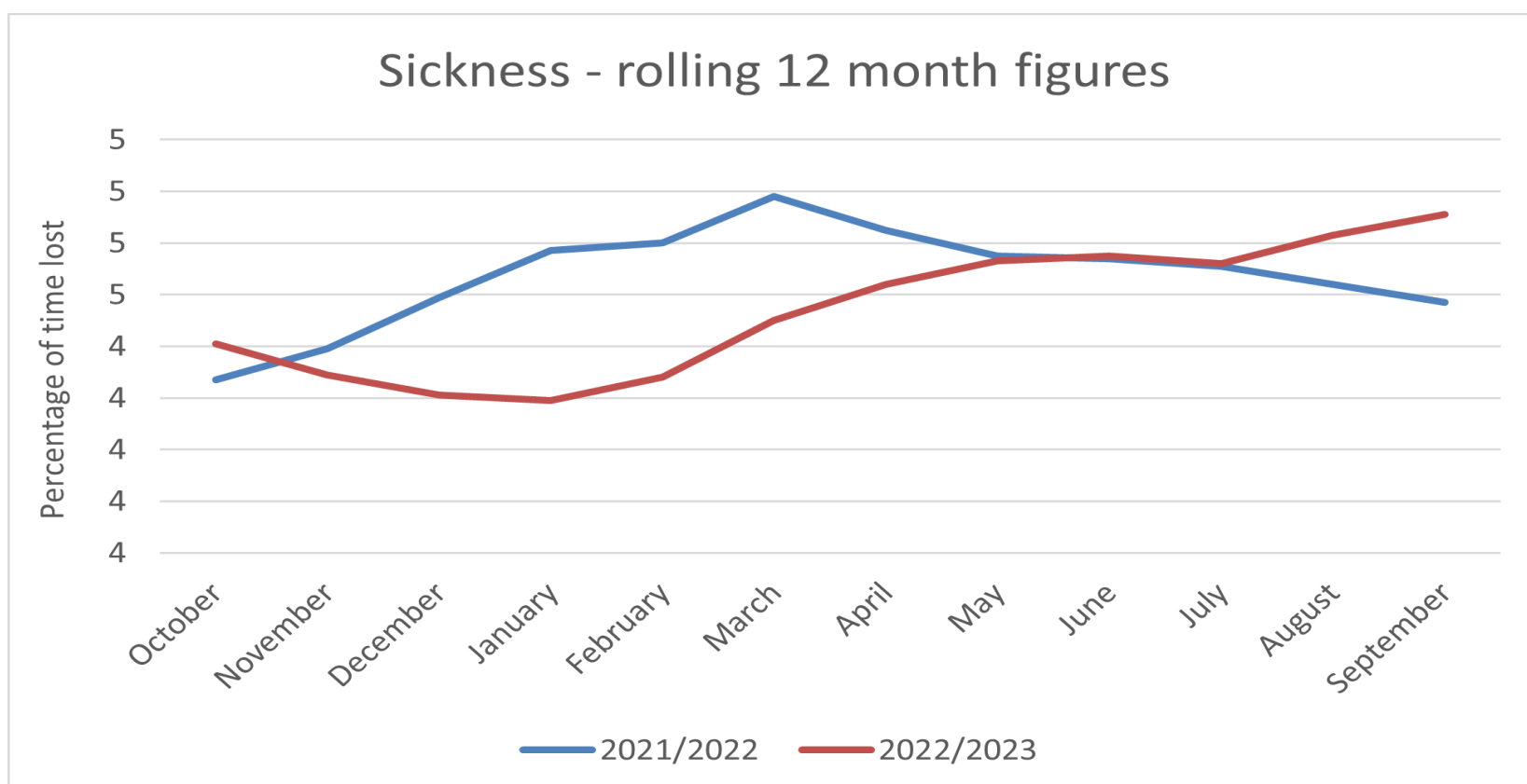


# ENGAGE & RETAIN



## Turnover

Our turnover figures are based on posts, and include all those who leave the Council for any reason. In 2021/2022 the figures started to increase over the year from 10.43% in October ending at 15.84% in September. Through 2022/2023 figures have been generally decreasing, with the figure at 12.30% in September 2023. The impact of the post pandemic ‘Great Resignation’ appears to have diminished.



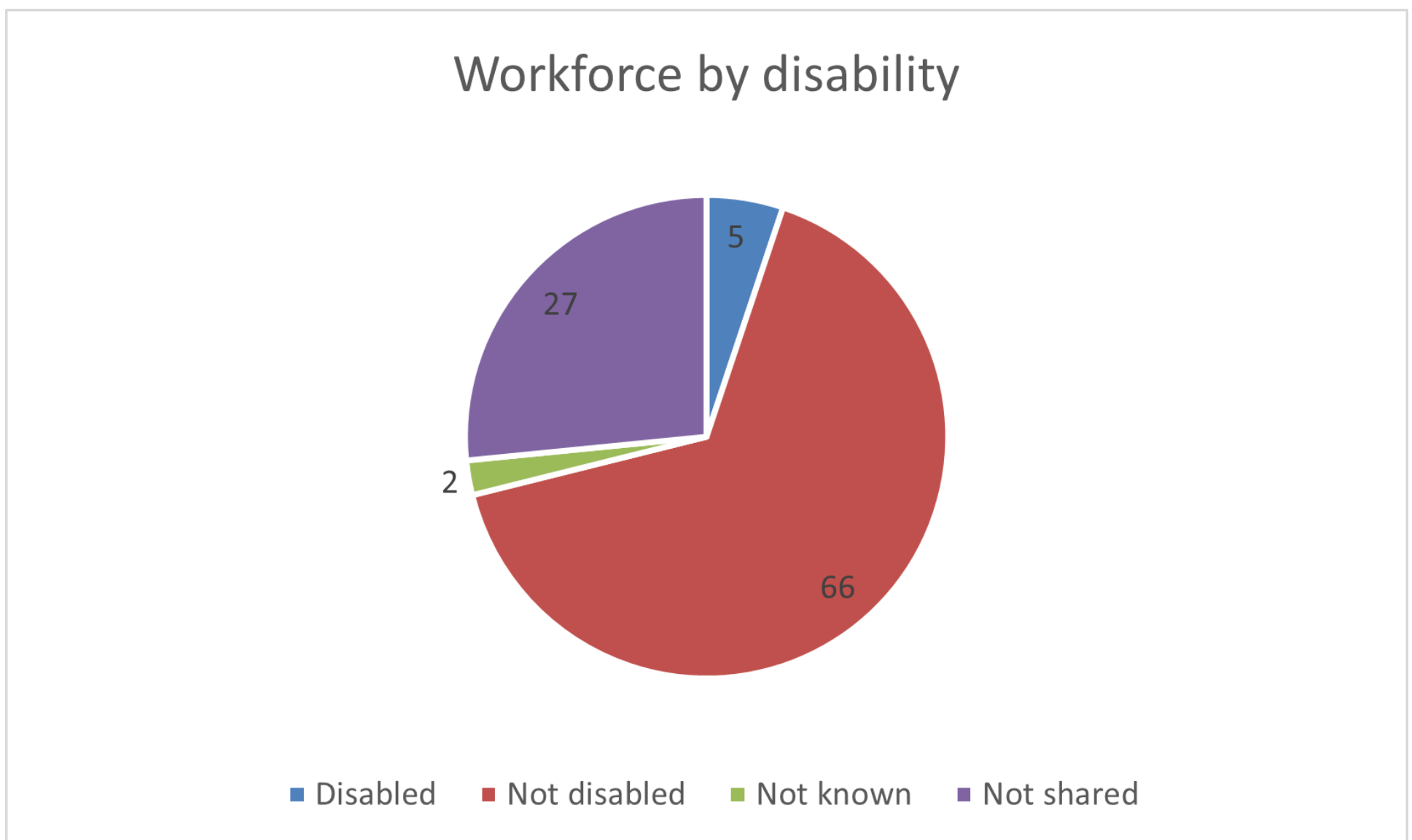
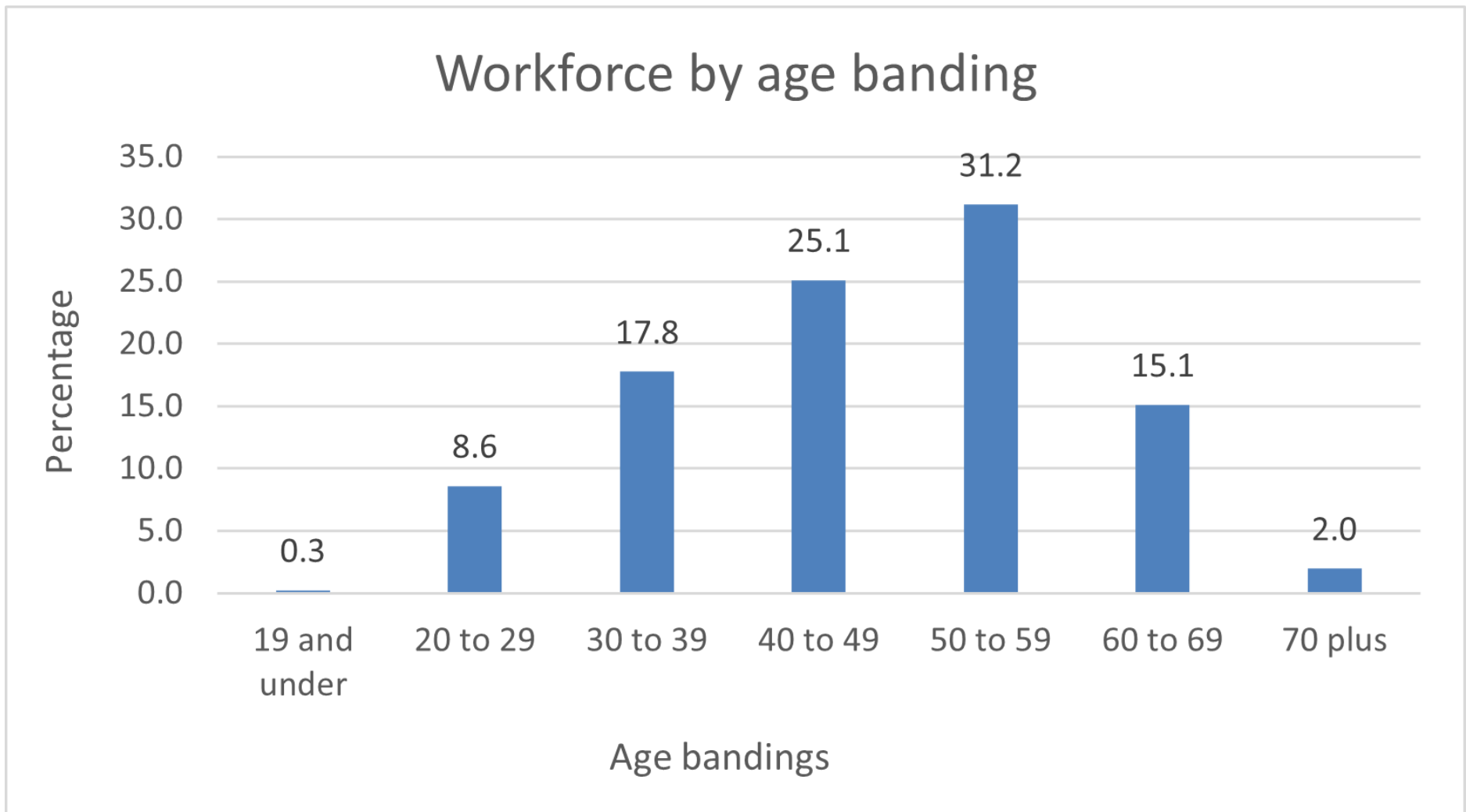
## Sickness absence

We report sickness absence by percentage of total available time lost to sickness absence. Sickness in October 2021 was 4.27% and then it increased over the year to 4.57% in September 2022. Through 2022/2023 there has been an overall increasing trend and at the end of September 2023 it was 4.91%. Of this figure 3.73% is due to long-term absence and short-term is much lower at only 1.18%. As compared with last September short-term sickness has reduced and long-term sickness has increased.

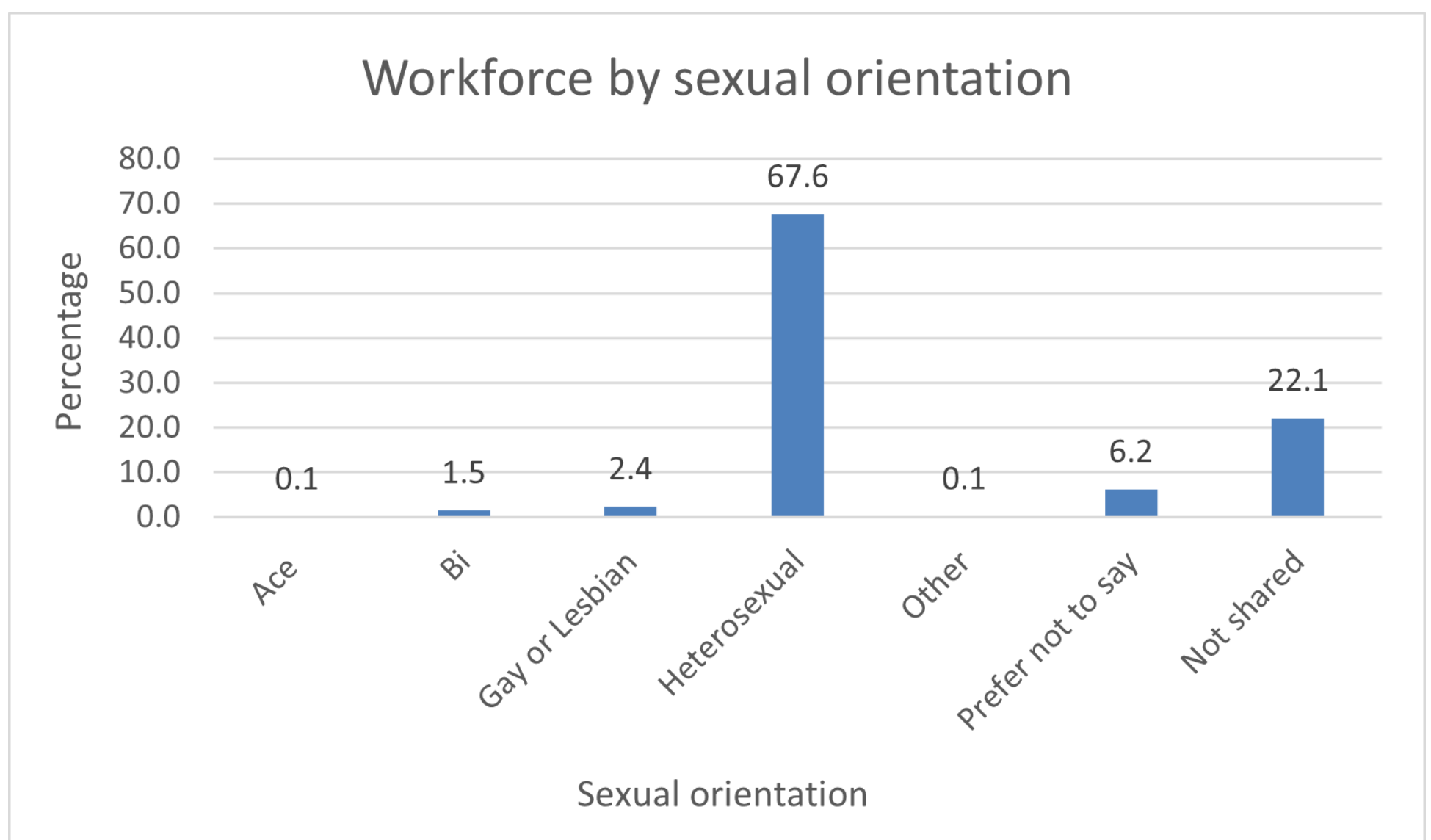
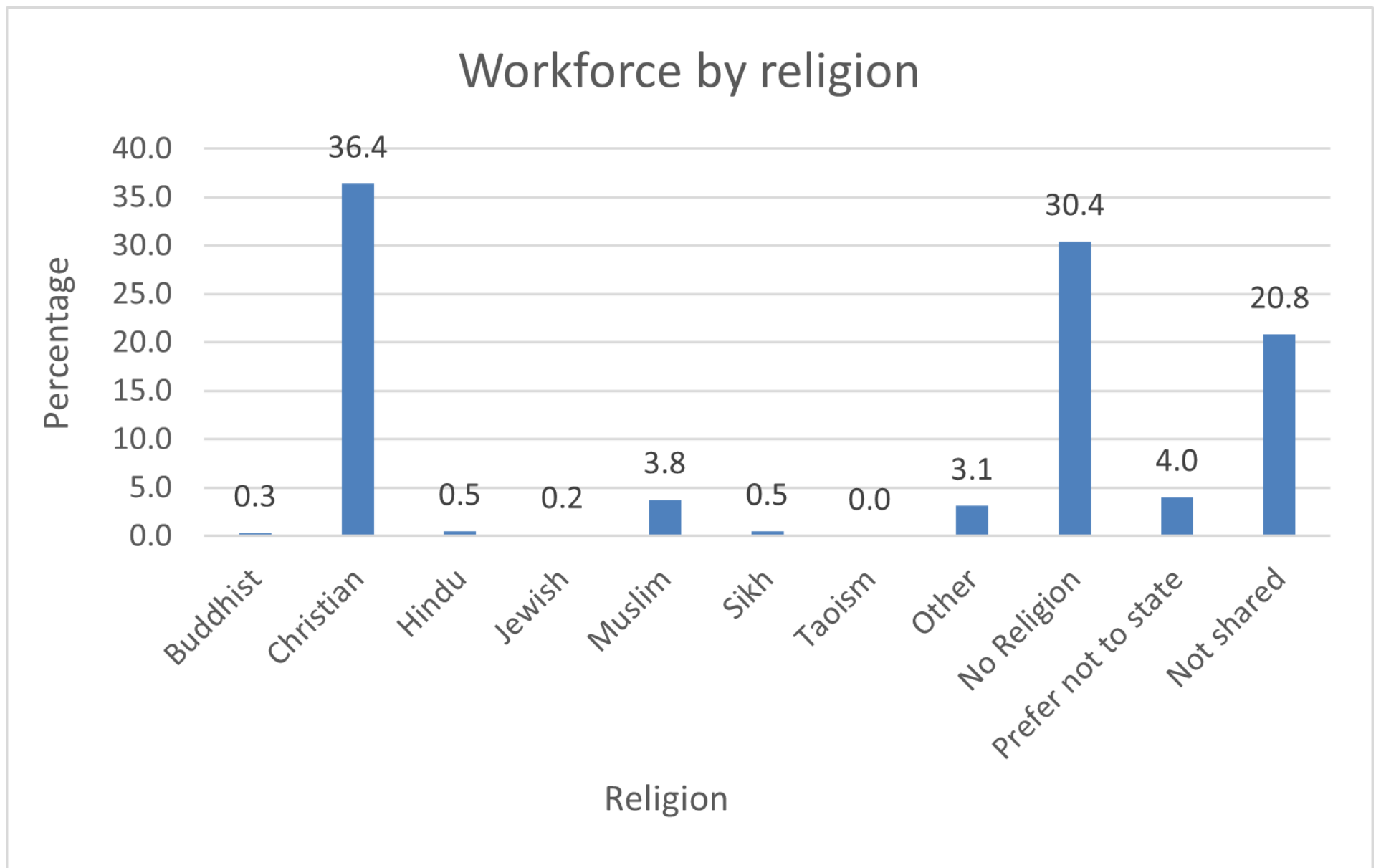
# ENGAGE & RETAIN



## Workforce demographics

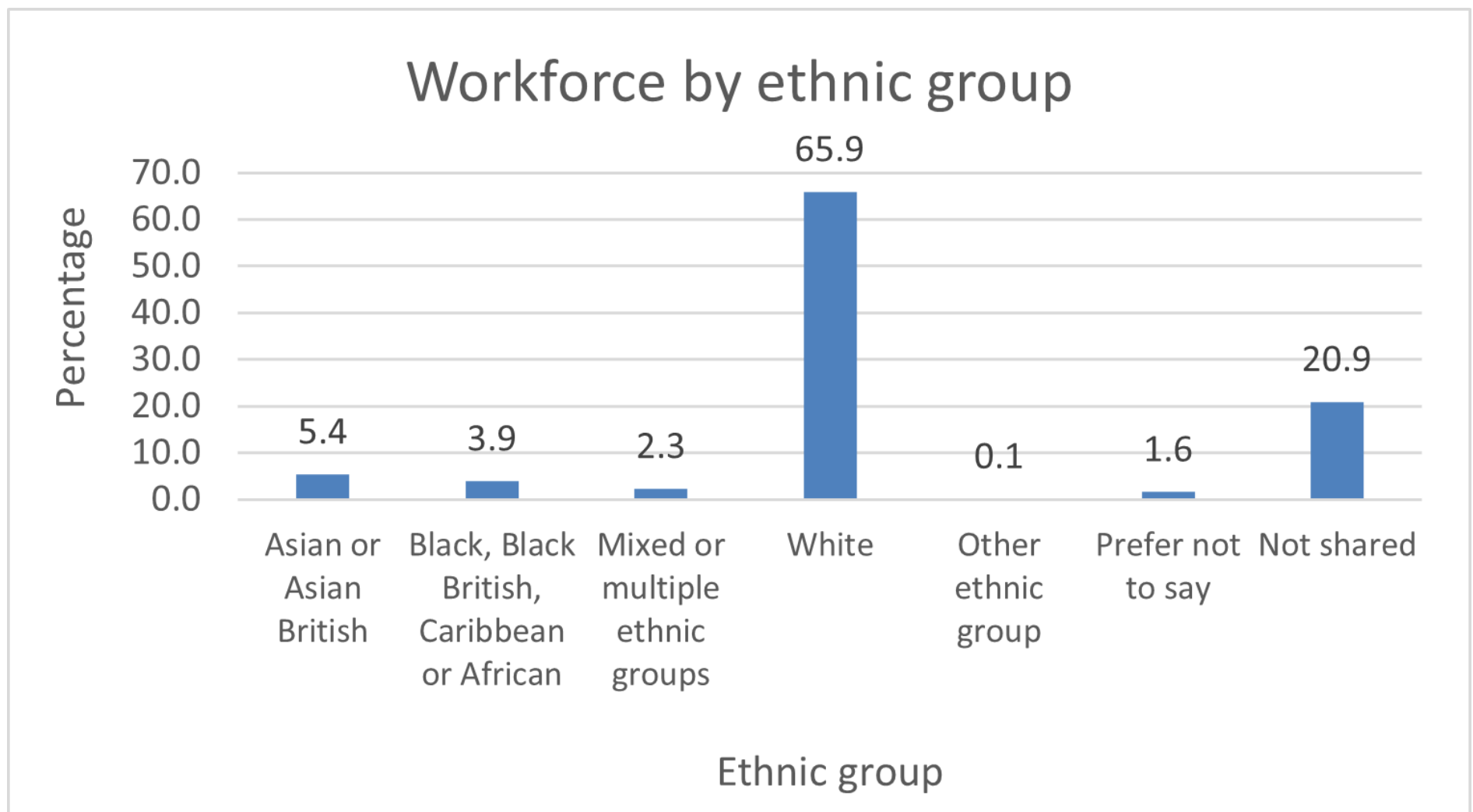


# ENGAGE & RETAIN





# ENGAGE & RETAIN



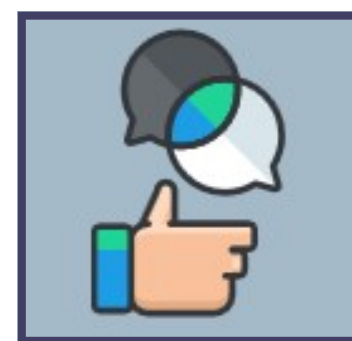
## Workforce demographics

The information provided is published on the Council’s website each March. We regularly encourage colleagues to share their sensitive data with us, however like other local authorities, we have gaps in information to varying levels for the different protected characteristic. This year we undertook a review of the data categories, the response options and the terminology used to ensure they remain appropriate and inclusive. During this exercise we collaborated with staff in our staff networks (LGBTQ+, BAME, Carers and Disability). Once the changes had been made in our HR system, joint communications went out from our Chief Executive, Equalities lead and union colleagues detailing the importance of having this data.

In terms of gender split, 75% of our workforce is female and 25% is male and we have an aging workforce—73% of colleagues are aged 40 or over. In terms of disability at least 5% of colleagues identify as having a disability, however as a large number haven’t shared this information the true figure is likely to be higher. At least 11.6% of colleagues are from an ethnically diverse community—however again as we many staff have yet to share this information the true figure will be higher. We know that Christianity is the most predominant religion across our workforce, and this is closely followed by those who don’t have a religion. In terms of sexual orientation we know that at least 4% identify as gay, lesbian, ACE or bi, however due to reporting levels the figure is likely to be higher.

We have undertaken analysis to compare our workforce with the Trafford census figures from 2021 and then we will be considering how we can improve areas of under representation.

# ENGAGE & RETAIN



## Health and Wellbeing

**Review of our offer** – A recent review has taken place to refresh Trafford’s wellbeing approach in order to further develop Trafford’s culture around wellbeing. A plan has been developed with the aim of ensuring resources are accessible, up to date and consistently communicated. Immediate work is underway in order to:

- Refresh the intranet content and all relevant messaging relating to colleague wellbeing.
- Spotlight wellbeing through the development of specific wellbeing activities and articles in 2024 – EAP webinar, Andy’s Man Club and Able Futures.
- Launch of Suicide Prevention Toolkit and new intranet page focused on suicide resources and signposts.
- Create a plan for the Mental Health First Aid network to continue adding value in 2024 through the Tea and Talk events.

**Gambling Harm Resources** – The internet and development of smartphones has made gambling much more accessible - an estimated 1 in 15 people within Greater Manchester are directly, or indirectly harmed by gambling. Gambling can have a big impact and we want to ensure we are able to support any colleagues who are experiencing harm. We have developed information and resources and signpost to support.

**Flu Vaccinations** – We encourage colleagues to have a flu-vaccination to protect themselves, family and other colleagues. Many staff will be able to access a vaccination via the national programme if they meet the eligibility criteria. Colleagues who work in frontline health and adult social are covered by a locally arranged health clinics. To complement these, we held 3 on-site flu vaccination clinics at the end of October/beginning of November – two at Trafford Town Hall and one at Sale Waterside. The clinics went smoothly and 215 vaccinations were delivered.

## Policy, reward and benefits

**Pay awards** – Further to several months of national pay negotiations, we have very recently had the good news that the pay award for the majority of colleagues has been agreed. Colleagues on NJC, JNC Chief Officers and Chief Executive terms and conditions received the uplift in November with back pay due in December. Colleagues on teachers’ terms and conditions will receive uplift and back pay in December.

**Schools Model Pay Policy** – Further to the teachers pay award being confirmed and the School Teachers’ Pay and Conditions document (STPCD) being finalised we updated the Schools Model Pay Policy and shared it with schools who purchase the HR SLA. They can then adapt it and use in their setting.

**New intranet pages on retirement and pensions** – We have improved the resources we have available for staff around pension options and planning for retirement. Although we have had information available we decided that we wanted to enhance it and also simplify the content so that it is easier for colleagues to navigate to the information that they need. We bought in a Shared Cost AVC scheme as a new employee benefit earlier this year and our provider have been holding general sessions on planning for retirement as well as sessions specifically around the benefit.

**Guidance on observing religious holidays** – We recognised that it would be helpful to provide written guidance detailing the expectations of our managers in supporting employees from different religions who wish to take leave to celebrate festivals. This is in place and has been communicated.

# ENGAGE & RETAIN



## Engagement

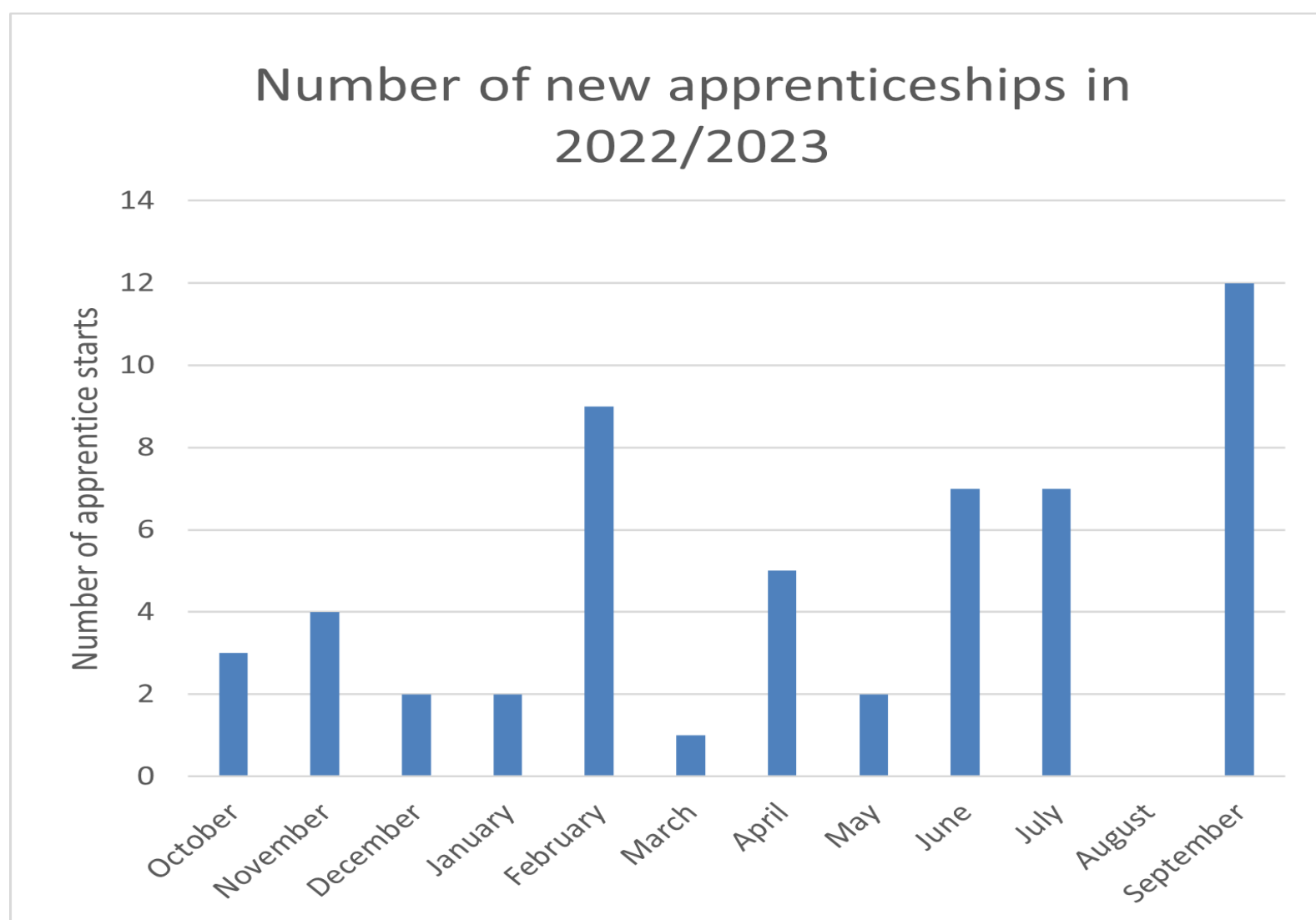
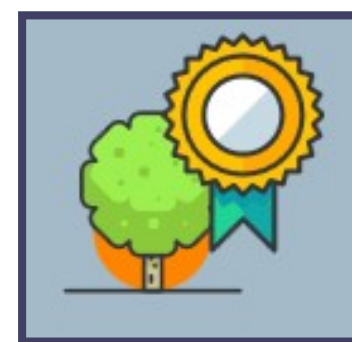
**Leadership Summit and Colleague Let's Talk** – We delivered our Leadership Summit on 5 October which was attended by 106 leaders. The agenda included an update from the LGA on the national context for local authorities, an update from the Leader on our Corporate Plan, and a session from colleagues in Public Health and Leisure on how we are encouraging residents and staff to move more every day. There was also a focus on how leaders can be at their best by maintaining a positive state personally and within their teams. Feedback from the event was very positive, including regarding the range of speakers, the chance to network with colleagues, and to get out for a walk! The key take-aways for leaders included to focus on their personal wellbeing and that of their teams, the notion that with their team members 'every contact leaves a trace', and the importance of having a clear strategic vision linked to corporate priorities. Useful feedback was also gleaned regarding topics for future leadership sessions.

A follow up e-mail with slides and resources has been sent to all leaders to encourage conversations in their teams.

We also delivered two All Colleague Let's Talk events on 16 and 19 October at Trafford Town Hall which were well attended. The sessions from the Leader, Public Health/Leisure from the Leadership Summit were included, along with a session focusing on our new Hybrid Working Framework.

**Time to Shine** – At the end of August and early September we began planning and preparing for our 2023/2024 Time to Shine celebration event. We have confirmed The Point at Lancashire County Cricket Club as our venue on the 18 January 2024. The theme of the event is 'celebrating 50 years of Trafford Council' in line with the Council's milestone anniversary next year. We have updated our intranet pages and in collaboration with our communications team the invites have been designed, along with posters and slide deck in line with this theme. Nominations for the award categories opened on the 30 October and closed on 24 November. Judging panels are arranged for the following week. Colleagues who have achieved 25 years' service will also be invited and celebrated at the event.

# GROW & NURTURE



## Apprenticeship Scheme

Internal Apprenticeships – There were 7 new enrolments in July and a further 12 new enrolments in September on apprenticeship qualifications—these included Youth Worker level 6, Senior People Leader level 7 and a Chartered Quantity Surveyor degree level 6. An additional 10 new enrolments in October including two new EPIC apprentices. The other enrolments were in adult services, HR and schools. A report for CLT was completed which outlines a number of recommendations on how we will increase apprenticeship take up and levy spend.

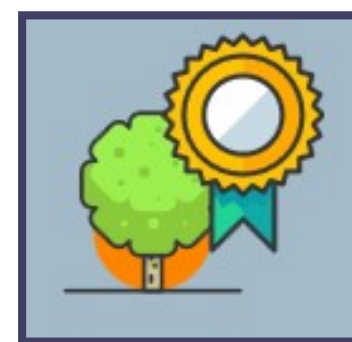
## Learning and Development Activity

**Calendar Course offer** – we continue to offer a range of learning and development events for colleagues to attend through our learning and development calendar. Popular courses over recent months have included Values Based Recruitment Training and EPIC Check-In Training. Our EPIC Manager Programme still runs periodically, with a new cohort starting at the end of the summer.

**E Learning Developments** – To help increase completion of our mandatory e-learning courses, we have begun moving managers over to ‘appraiser’ roles in the eLearning system and provided training to these managers. We are currently reviewing mandatory courses at the moment ready to move over to the new system.

**E-learning System** – We have started the procurement process for a new eLearning system and we can confirm that we are staying with our current provider, Melearning and moving over to their new product FORM. We are scoping out an Application Programming Interface (API), which will allow us to pull colleague data from our current HR system into Melearning, which significantly reduce the time to manually maintain the data within Melearning.

# GROW & NURTURE



## Learning and Development Activity continued

**New E Learning Development** – We have designed and developed three new eLearning courses, ‘Budgets for Managers’ ‘How to Manage Your Budget’ and ‘End of Year Finances for Budget Holders’. These are currently with colleagues in finance to review with the aim of launching the ‘End of Year Finances’ module in December/January to prepare budget holders for year end.

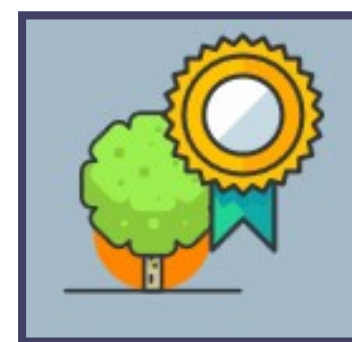
**Transgender Awareness and Menopause** – In October we celebrated World Menopause Day with a promotion of our resources for colleagues and managers and different events available in greater Manchester. We ran a pilot session with Manchester LGBTQ Foundation and their Transgender awareness course. It was well received by colleagues with lived experience of trans issues and other representatives from our LGBTQ staff group and E, D and I Working group. We will finalise our approach upon review of the our Transgender Guidance.

**Leading through Change course** – We have now completed the first sets of cohorts in this programme for leaders and managers in Adult Social Care / Public Health. A report was sent to the Director of Service in September and subsequently we are looking as an OD team in supporting next steps including plans for supporting a senior leadership away day in late November and consideration to a further set of cohorts for the programme. Consideration will be given to the full LGA Peer Review report on any specific messages around the programme that may be required.

**Elected Members** – Over recent months our members have accessed a variety of learning resources, including one of our executive members being mentored through the LGA. We’ve held Chairing Skills for all our committee chairs and our Planning and Licencing teams have delivered in-house session for members. The Member Development Steering Group have reviewed their Terms of reference, with a refresh of members and a new chair, they continue to monitor their training delivery plan.



# GROW & NURTURE



## Health and Safety

**Your Safety, Your Wellbeing Initiative** – the internal safety and wellbeing initiative to refocus and engage with services on the fundamentals of safety and wellbeing continues to be promoted since it's launch at the beginning of 2023. As well as the dedicated intranet resource pages, the campaign was promoted at Operational Services for Education Seminars and staff and leader 'Let's Talk' sessions including focus on computer workstation health and wellbeing. A programme of service self-assessments and subsequent health and safety auditing continues.

**Managing volatile incidents in our buildings** – work has progressed to improve the safety and wellbeing of staff in our buildings from volatile and aggressive behaviour displayed by visitors and service users. This has included improved procedural processes for support from our security teams and physical improvements underway with our door pass access systems, car park barriers and CCTV arrangements. The working group originally including Health and Safety Unit, Estates Team, Emergency Planning and FM providers is now a refreshed 'Trafford Internal Security Review Group'. It now incorporates wider representation from relevant services, to improve workforce consultation and support proactive management of service users.

**Libraries Audit** – during April-September 2023, North Area Libraries were audited on a range of health and safety management issues. The libraries firstly completed a self-assessment questionnaire to provide base level information. Site audits were then completed at each location with the area managers. A comprehensive overall audit report was provided which gave:

- ◆ An overarching summary of performance across the north library service as a whole.
- ◆ A supportive action plan to implement improved health and safety arrangements.

**Accidents and incidents** – During the six-month period of this report, we have seen an increase in incidents reported compared to the same period in the previous year. **A total of 80 incidents were reported in 2023 compared to 68 incidents in 2022.**

Physical assault (**including a wide range of physical incidents due to aggressive behaviour**) **accounted for 44 incidents compared to 35 in 2022.** Most of these incidents related to children with challenging behaviour. Schools reported an increase of **11 incidents (35 compared to 24 in 2022).** Trafford Transport Provision (TTCU) reported 7 incidents, as reported the previous year. HSU continue to work closely with schools and TTCU on managing and reporting such incidents.

**School SLA** – The school Health and Safety SLA year 2022-23 closed in August with 80 schools having received competent support. Currently, 80 schools have purchased the Health and Safety SLA for 2023-24, including our community schools.



# EMBED & SUSTAIN



**Carer Confident Accreditation** – We have undertaken a lot of work over the last few years to improve awareness of and the support that we offer to staff who are carers. In acknowledgement of this we submitted an application for the Employer for Carers Carer Confident Accreditation Level 2, providing supporting evidence across several themes including stories from colleagues who are carers. We successfully achieved accreditation with a really good score. We will take the learning from the feedback report and share it with those in our Carer's Network to consider how we can enhance our support. We are promoting our approaching to colleagues who are carers and the accreditation on our Greaterjobs pages.

**Hybrid Working Framework** – Taking on board the feedback from colleagues at Lets Talk sessions, we have developed a Hybrid Working Framework including some core principles and tools. To give further clarity around expectations and empower managers to design and discuss hybrid working within teams to ensure that the right balance is struck to meet the needs of colleagues, partners and crucially our residents.

These resources are now live on the intranet. We also have held two drop-in sessions for managers and have presented the framework to colleagues at our October Let's Talk events. Comms signposting managers and all colleagues to the framework have also been shared.

**M365 Development** – Changing Social have delivered sessions aimed at upskilling CLT members, elected members, and our digital champion community, so that engagement and learning can continue in their absence as their contract to support with this project has now ended. The final training cycle regarding the migration of files from the R Drive to SharePoint has been completed by ICT. They are now in the process of arranging 1-1 sessions with individuals in teams who have not engaged to date to ensure that all teams have considered their migration of files. ICT are in the process of migrating their own files as a test case, and other services will follow once this has been achieved and any issues resolved.

**EPIC Values** – Our EPIC values have been in place for several years now and these are widely known by colleagues across the organisation. However, to ensure the values are meaningful and fully embedded in our culture at Trafford, a plan is being developed so we have a renewed and re-energised focus.

This focus will include:

- Ensuring the values underpin all engagement activities at Trafford, including Let's Talk and EPIC You wellbeing.
- Let's Talk agenda being clearly focused around EPIC values.
- A joined up approach to all our colleague groups and networks, in particular greater visibility of EPIC Pioneers.
- Ensuring regular internal comms demonstrate links to EPIC values and bringing to life what they mean to colleagues

**Review of Schools Joint Negotiating Committee** – Further to the changing schools landscape over recent years, it was decided that a full review of how this committee operates should take place, including membership and terms of reference. Over several months, working in liaison with Legal and Democratic services and the membership of the committee we agreed a slightly revised membership and updated terms of reference. The committee was re-established as the Schools' Joint Negotiating and Consultation Committee in October.

# EMBED & SUSTAIN



## Service improvements

**HR Operations Improvement Work: Document templates and Training Modules** – A suite of letters, forms, document templates have been drafted for four key areas for HR operations, Dignity at Work, Attendance Management, Grievance and Disciplinary. The templates have been produced to enable managers to provide consistency and efficiency in casework administration. The next document improvements will include Capability, Flexible Working, Service Redesign and Pensions.

To support the implementation of the improvement document and the ongoing upskilling of managers a suite of E-learning modules and face to face training sessions on the key HR processes are being drafted with a view to rolling out to managers during 2024.

**CRM move to 365** – The CRM system which is used to log questions/queries to GMSS will become 'unsupported' from May 24. After this date queries will be raised via Dynamic 365, part of the Microsoft packages. The 'as is' processes and the HR and Payroll user stories have been signed off. The migration to D365 will take place during Feb 24 and RedCortex, who have been engaged to support the migration process, are currently developing the system in 'sprints' with the aim of commencing the first round of user testing in December 23.

**Improvements to sensitive data descriptors in iTrent** – In the self-service area of our HR and Payroll system iTrent, staff can provide personal data. This includes their title (Mrs, Mrs, Miss, Doctor etc.), however the options didn't include a gender neutral option for those who identify as non-binary or whose gender identity changes. The option of 'Mx' has now been added and colleagues now have the ability to update their title in iTrent.

**Right to Work Training Session** – The team attended Right to Work Training in August 2023. Following this we have identified a number of process improvements. We have formed an action plan to implement these actions to ensure we enhance and improve the process for managers and candidates whilst keeping us legally compliant. We are currently implementing this action plan.

**Automation of Business Case sign-off for resourcing** – The process has been developed using Microsoft Power Platform. After the development and testing phase we commenced a pilot stage in October so some business cases are being considered using this software and over time we will move to full implementation. This will bring benefits around reduced officer time in processing them, quicker sign-off and reduced errors.

**Recruitment direct inputting of new starters** – The recruitment team are now fully inputting all new starter information into the payroll system (iTrent) for new starters. This is working well and resulting in less errors and delays obtaining the information required. The process will continue to be reviewed going forward. In July we input 28 external new starters, in August we input 36 new starters and in September 33 new starters. This does not include internal transfers.

**GM Collaboration retender of the GreaterJobs website and Engage recruitment system** – Work is ongoing in preparation for the new Website and Applicant Tracking System. The resourcing lead has been involved in the procurement process. This is detailed and has taken several months to complete over 2 stages. The bids have been evaluated and supplier presentations have been attended. A final moderation meeting will be held at Wigan Town Hall on Thursday 16<sup>th</sup> November. The contract will be awarded on 4 January 2024, with a view to going live at the start of June 2024.