



Employment Committee Update Report

HR Service

1st March 2021



Sickness Absence

296

members of staff
absent

206

full time
equivalents
absent

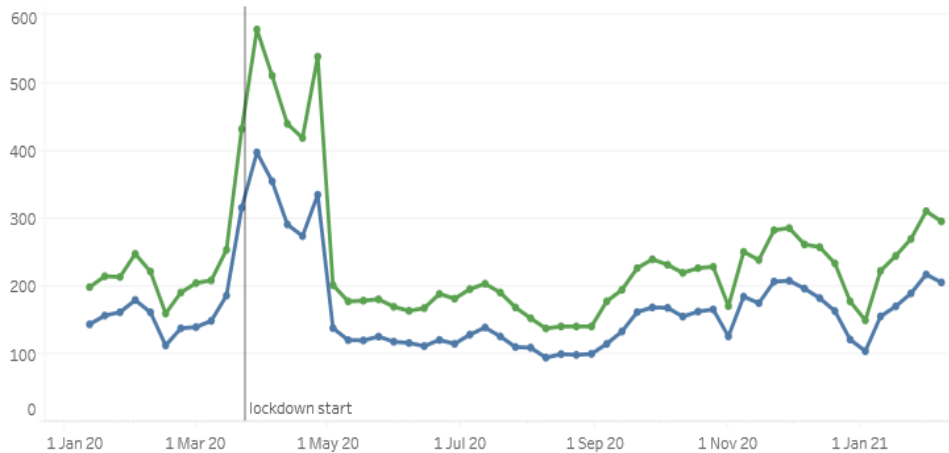
92.8%

of headcount
available to work

93.6%

of whole time
equivalents

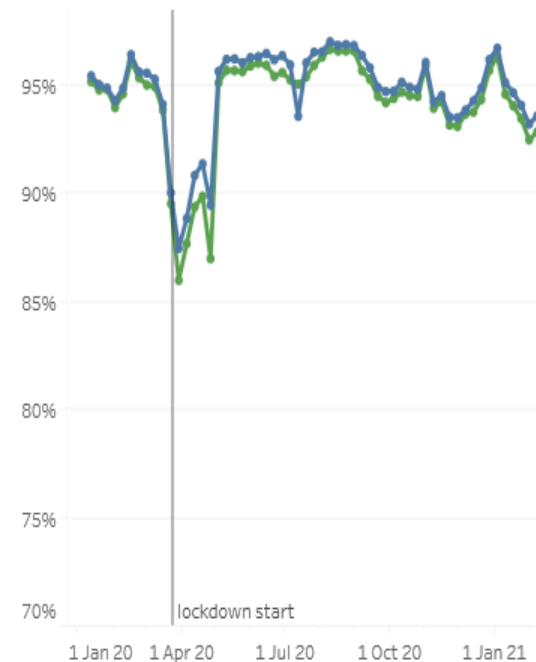
Absence by week



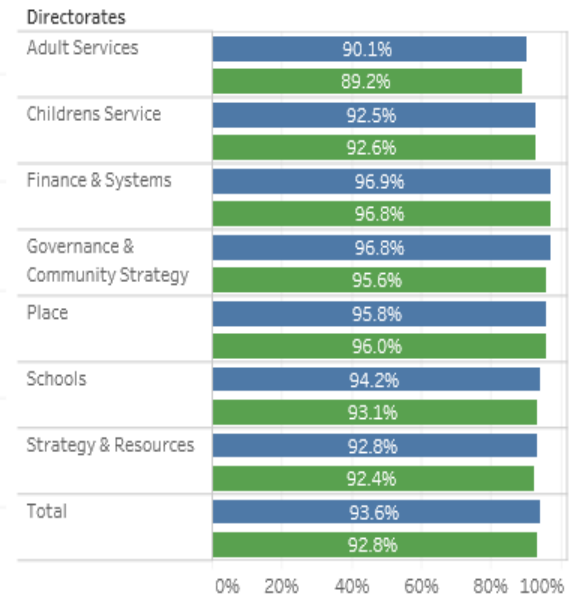
■ Absence FTE
■ Absence Headcount

■ Absence FTE
■ Absence Headcount

Availability by week



Current availability by directorate



Availability rates are for all staff within the directorate

Health, Safety and Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>COVID-19: Working from Home Support</p>	<p>Supporting our staff to work from home</p>	<p>In line with the current national restrictions, we have continued to communicate and ensure that all staff who are able to work from home continue to do so. Their health, safety and wellbeing remains paramount in supporting them away from the office and continues to be delivered through:</p> <ul style="list-style-type: none"> • Working from home workstation guidance and support on our intranet pages to provide a safe and healthy work station • Easy access to IT equipment (laptop risers, keyboards, mice and headphones) • Specific workstation assessment support where further advice is required through the Health and Safety Team • Wellbeing support and guidance, regular ‘tea and talk’ sessions hosted by our Mental Health First Aiders, Health and Wellbeing events with access to virtual wellbeing sessions and support for managers to conduct regular ‘check ins’ with their teams.
<p>Covid-19: Making our Trafford Buildings and Services COVID Secure</p>	<p>Measures to ensure our buildings and other settings are and remain COVID secure to protect our front line staff.</p>	<p>We continue to monitor and review the COVID Secure arrangements in place for colleagues and partners occupying our buildings.</p> <ul style="list-style-type: none"> • Occupancy levels within our buildings are currently strictly limited to essential front facing services only • Face coverings are now required for all staff when moving through our buildings or within meeting rooms with others • Social distancing arrangements remain in place through one way systems, restrictions on desk use and managing occupancy in kitchens, toilets and meeting rooms. • Increased cleaning regimes and hand hygiene arrangements are in place <p>COVID arrangements at our main administrative buildings are reviewed on a monthly basis. Communications on the arrangements continue to be issued on our intranet pages and via staff and manager briefings</p>
<p>Rapid Testing and Test and Trace arrangements</p>	<p>Supporting our front line services with access to rapid testing and test and trace arrangements</p>	<p>Through our Public Health Team and supported by the Health and Safety Service, COVID rapid flow testing arrangements at Trafford Town Hall within 'The Terrace' have been operating since January. Delivered by the military, rapid testing is now available for key front line staff as well as other targeted cohorts to help prevent outbreaks and provide assurance for front line staff.</p> <p>Council staff are being trained by the military to continue to deliver this service within Trafford.</p> <p>Test and Trace processes also remain in place to respond to cases of COVID in the workplace and prevent spread of the virus.</p>

Health, Safety and Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
COVID-19: Staff at Greater Risk	Protecting our staff at Greater Risk of COVID-19	<p>We continue to review the Government guidance for persons who are ‘Clinically Extremely Vulnerable’ and ‘Clinically Vulnerable’.</p> <p>Trafford guidance for services and for schools has been regularly updated and communicated to support Service Leads and Head Teachers through the individual risk assessment process to identify and consult with staff at greater risk and how they should be supported with any additional protective measures.</p> <p>Clinically Extremely Vulnerable staff are currently advised to not attend the workplace and all colleagues are supported to work from home where possible.</p>
COVID-19: Schools Support	Supporting our schools in their COVID-19 arrangements	<p>Schools have continued to be supported during lockdown to manage COVID risks for teaching staff and pupils. Measures have included:</p> <ul style="list-style-type: none"> • Support in the introduction of rapid flow testing arrangements within Primary and Secondary Schools. Template risk assessments have been developed and a Schools COVID Testing Group meets on a weekly basis. • Overarching risk assessment templates have been refreshed and provided for schools to review their arrangements • Regular update communications are provided through the schools e-bulletin and at schools Headteacher forums • Ongoing advice and guidance is available through the Schools Health and Safety SLA.
COVID-19: Elections	Delivery of COVID Secure Elections	<p>The Health and Safety Team is working closely with Elections colleagues to deliver COVID Secure Elections in May. This will include arrangements for appropriate social distancing, hygiene/cleaning, and PPE where needed at polling stations, the postal vote and count.</p> <p>Trafford has health and safety representation on a GM Health and Safety Elections Sub Group where a range of range of template risk assessments, checklists and guidance have been produced.</p> <p>The Health and Safety Team are now working closely with the Elections Service to ensure that the COVID Secure arrangements are fully integrated into the Election Planning process to protect staff, volunteers and the public.</p>

Health, Safety & Well Being

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>COVID-19: Health and Wellbeing Support</p>	<p>Supporting the wellbeing of our colleagues during the pandemic</p>	<p>Having started the year in exceptionally challenging times under the current lockdown restrictions, now more than ever we need to support the physical and mental wellbeing of our workforce.</p> <p>As part of that support the Council and CCG teamed up to provide Health and Wellbeing Week – 25-29 January.</p> <p>A variety of virtual sessions were provided in the week including:</p> <ul style="list-style-type: none"> • Mindfulness Session – taking time out to relax and concentrate on the moment • Tea and talk sessions – Hosted by our Mental Health First Aiders and open to all to take some time out and have a supportive chat with colleagues. • Sleep Well Online Workshop – Helping colleagues to sleep better for improved rest and recovery • Active Home Working – Tips to work from home in a way that is less sedentary and encourage a more active working approach • Managing Stress Workshop - tools and techniques to help improve day-to-day prevention or management of the symptoms of stress <p>There was also key information provided everyday under the key themes of healthy lifestyle, mental wellbeing and musculoskeletal health including:</p> <ul style="list-style-type: none"> • Links to our health and wellbeing resources • Launch of the EPIC Promise and sharing of CLT’s challenges from working from home and hopes and aspirations for 2021. • Further opportunities for physical activity and exercise including virtual sessions with Trafford Leisure • Healthy lifestyle information with links to a range of health assessment tools and advice to improve your physical and mental health • Some fun activity challenges to encourage colleagues to keep active and healthy during lockdown

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Management & Leadership Development	<p>EPIC Manager Virtual Programme Supporting Managers to be EPIC.</p>	<ul style="list-style-type: none"> • We have continued to implement the outputs of the 6 monthly review of our EPIC manager programme. Our Intranet pages have been refreshed to reflect the new offer at Trafford to support colleagues with their development of skills, knowledge and behaviour to be an EPIC manager here at Trafford. These will be launched over the forthcoming weeks. • We have launched our “Change Management” for managers and an additional session for all colleagues. The sessions explore the psychology of change, acknowledge the feelings and behaviours that may occur and how to move forward in making, accepting and embedding change situations from a manager and individual perspective. All sessions are currently fully subscribed. • We will launch our Micro Learn sessions in March/April 2021. These 45 minute bite-sized sessions will focus in on specific leadership/management theories and concepts, allow subject matter experts from the Council to provide updates and insights on key legislation or policy and create discussion forums on best practice approached to wellbeing and equality and diversity.
Management & Leadership Development & Succession Planning	<p>#LEAP Programme Supporting individuals who aspire to step up make an EPIC LEAP into management.</p>	<ul style="list-style-type: none"> • The LEAP Management Programme has been designed in partnership with Salford City College and is aimed at aspiring managers who wish to take a Leap into Management in the near future and/or new managers who are in their first line management role. • The programme will take 18 Months to complete and colleagues who undertake the apprenticeship will be awarded the Level 3 Team leader apprenticeship and an Institute of Leadership and Management Qualification (ILM). • Colleagues will access a mix of engaging content and intensive support and management and leadership skills development that will help you to Learn, Engage, Apply and Perform effectively as a new manager at Trafford. • We have delivered 2 information sessions as part of National Apprenticeship Week and are aiming to start our first pilot cohort in April.
Personal Development & Health & Wellbeing Support	<p>Coaching provision At Trafford Supporting colleagues to develop and grow.</p>	<ul style="list-style-type: none"> • In line with our people strategy objectives and acting upon feedback from our b-Heard engagement survey we are developing our coaching offer for managers and colleagues. • We have launched our Coaching Apprenticeship during National Apprenticeship Week. The apprenticeship will take 12-18 months to complete and colleagues will be awarded an ILM certificate in Coaching. • Our pool of qualified coaches will then support us to coach colleagues with their personal and professional development. We currently have 4 colleagues undertaking this qualification. • Equally it is important that all line managers have coaching as part of their management toolkit and so we are designing training in day to day coaching skills and practice for managers as part of our EPIC manager programme

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Health & Wellbeing	Creation of a variety of “How To Guides” and training to support colleagues to remain healthy and productive in this new environment.	<ul style="list-style-type: none"> We are redesigning our intranet pages so that all colleagues have a “one stop” shop by which to access all Health and Wellbeing resources. Our “how to guides” and resources continue to be available to colleagues whilst we work behind the scenes to reshape our intranet pages. As an enhancement to our wellbeing offer we will shortly be in the position to offer individual coaching to colleagues who may require support to maintain their psychological wellbeing during these current times. This coaching will be a confidential space for colleagues to offload the demands of whatever they are experiencing and be supported to develop practical strategies for dealing with these.
Induction	Creation of a more streamlined induction to support and ease the pressure on managers.	<ul style="list-style-type: none"> We continue to support with the “virtual induction” of colleagues joining us at Ascot House, and are now supporting the new ‘Resource Hub’ with the induction for contact tracing, vaccination programme, and related administrative roles. The induction include a welcome guide for all new starters, to introduce them to Trafford and their new role. The welcome guide also outlines the key e-learning and policies they are required to complete, either virtually or in their work setting. Alongside the welcome guide we have refreshed the Managers induction and New starter induction checklists.
Kick-Start	Supporting 16-24 gain meaningful high quality placements and job opportunities.	<ul style="list-style-type: none"> Our application to the DWP has been successful and we have been accepted to offer 11 external and up to 27 internal placements. We have engaged with the employers offering external placements to discuss start dates and support they require. Two employers are currently closed due to the lockdown however one is keen to start the recruitment process now. Due to the current lockdown we have moved our internal start date to 3rd May. This will allow us to offer pre placement support to all applicants and ensure our wrap around offer is in place.
Member Development	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> Members at development steering group approved to a proposal of an annual advanced programme of learning opportunities in the member calendar, to provide a series of learning events in key areas of members’ roles.
Learning Management System	Upgrade of the LMS to incorporate self-service	<ul style="list-style-type: none"> We are working to deploy an upgrade to the council’s Learning Management System which will allow staff to use the ‘self-service’ functionality. This functionality will allow colleagues to book and manage their own learning events and records, it will also reduce administration, and greatly enhance the learner experience.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Engagement	Supporting, designing and delivering Let's Talk sessions for leaders and colleagues.	<ul style="list-style-type: none"> • Let's Talk Events - We continue to support the organisation and delivery of our Let's Talk sessions to all colleagues and leaders. Our Last session was delivered in December 2020 to leaders and our first events in 2021 will take place at the end of February. • We have set and advertised the 2021 programme so that colleagues can pre-book their place on sessions. We are also working on designing our first Let's Talk intranet page which will house details about forthcoming events, copies of presentations and feedback from each of the sessions. • The above intranet page will feature under "employee engagement" and will share all the many ways that colleagues can get involved and feedback at Trafford. E.g. Engagement Survey, Let's Talk Events, Staff Forums and Pioneer Network.
Engagement & Reward/Recognition at Trafford	Recognising, Thanking and Celebrating the Achievements of our Colleagues	<ul style="list-style-type: none"> • We delivered our virtual "Time to Shine" event on the 02 December, attended by over 150 colleagues, members of CLT, the leader of the council and other party leaders. • The event was warmly received by colleagues "A great event, lovely to see so many people recognised for their hard work. It really cheered me up!", "What an uplifting event its so lovely and puts everything into perspective" and "Great virtual event in this strangest of years and fantastic that the great staff of Trafford are truly recognised" were some of the many comments received at the end of the event. • A post Time to Shine "lessons learned" session was held in January to ensure that we capture learnings for future events and to help shape our Employee Recognition Awards in 2021. • We are now planning our Long Term Service Awards, to recognise all those colleagues who have served 25 years in 2020 at Trafford. This virtual event is in its planning stages and will be held in March 2021.
Developing and Performance Culture	Continue to support managers and colleagues with their check-in conversations .	<ul style="list-style-type: none"> • We continue to deliver our suite of training to support managers and colleagues to engage in productive conversations and make the most out of their Check-ins. Training is now scheduled and delivered monthly. • We have also developed a new on-line form for colleagues to complete to submit their learning and development needs electronically rather than manually. • This new form will enable us to review at the 2 mandatory windows where check-in's are taking place and where we need to focus support in the future. • The form also asks colleagues to share their satisfaction with the quality of their check in conversation so we can tailor future training and coaching support with managers where required.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Children's Services	Supporting CS redesign project	<ul style="list-style-type: none"> • We continue to work alongside the project team with the service re-design and provide on-going support to Senior Leadership Team with regards Organisational Development interventions. • We have worked on producing a timeline of support and interventions to work with the re-design timetable including offering workshops in change management for both managers and all colleagues and these are scheduled into quarter one. We are also ensuring that our Values Based Recruitment training is available. • We are working alongside HR we are contributing to a redeployment offer which will include, for example, interview skills training. • We are also contributing to the development of the Children's ambitions work having provided and signposted to health and wellbeing interventions, continued with additional technical training workshops and also worked with the GM Resilience hub to source some specific work on managing trauma whilst working from home. • We're also working with Children's colleagues to develop positive interventions for World Social Work day on 16 March.
CCG Support	OD Support for CCG colleagues	<ul style="list-style-type: none"> • We are continuing to work with CCG managers in developing a people plan and have presented the current offer available and under development at the CCG colleague forum in late January which was well received. • We've also connected with NHS North West Leadership Academy to ensure that the wider NHS health and wellbeing offer is shared with CCG colleagues. • We continue to contribute to the Friday briefing updating on training interventions and key community support available for staff and managers and are developing learning and development intranet pages for the CCG to signpost our existing Trafford offer; and are also working alongside HR in reviewing the Check-in development plans and mapping learning needs.
Equality & Diversity	Embedding ED&I into the learning offer at Trafford	<ul style="list-style-type: none"> • We met with colleagues from our Staff forum groups in January with the aim of forming a working group to help shape and support the learning offer at Trafford. • There were a number of actions identified including publishing an annual diversity calendar and schedule of events that we wish to celebrate and promote, as decided by and lead by the forum groups. • The group will also support in shaping the programme of micro-learn sessions from an EDI perspective, alongside feeding into the content of the training sessions for colleagues and leader modules, outlined in our equalities strategy.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Updating COVID-19 FAQs and dealing with policy queries	At the early stage of the pandemic a comprehensive set of FAQs was developed. These have been updated as different issues have become more pertinent.	<ul style="list-style-type: none"> An initial set of FAQs was created for staff and managers in the Council and schools, informed by the HR COVID-19 mailbox. Continued updating of FAQs when required. COVID-19 related policy queries being answered for the Council and schools.
Workforce returns	Information provision regarding the impact that COVID-19 is having on staff availability both internally and also for external returns.	<ul style="list-style-type: none"> Several reports being provided for different audiences - all are either on a weekly basis or more frequently. Reports are informing national public sector workforce impact of COVID-19. Understanding of which services most impacted by COVID-19 related absence. Production of a weekly workforce availability/resourcing report for RCG.
Updated guidance and policy positions related to the COVID-19 response	A suite of guidance documents has been produced during the pandemic. These have all required updating as the position has changed.	<ul style="list-style-type: none"> Furlough guidance for schools. Guidance on balancing work and care commitments. Guidance on pay for casual workers affected by the pandemic. Supporting employees and family members at greater risk of Covid-19 Agreeing Critical Worker status.
Voluntary Severance Scheme	Offer to employees of Voluntary Severance scheme in September 2020 with agreed leaving dates of either 31 st March 21 or 30 th September 21. This has given staff the opportunity to explore options outside the Council and also provide savings for the Council.	<ul style="list-style-type: none"> Voluntary severance scheme created and employees had the opportunity to apply by 30th October. The implications of the new public sector exit pay cap of £95k and linked proposed pension scheme reform were communicated to staff, with the option to withdraw as a result. Application outcomes communicated to staff in December – three groups: release agreed; decision deferred, and; release not agreed. For those that have had decision deferred HR will revisit applications as service changes progress through 2021. 42 employees had release agreed and we are working through arrangements for Settlement Agreements to be issued. Decision being made regarding how to progress those affected by the pension reform which has been delayed until at least April.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Leave Purchase Scheme	<p>This is an annual scheme that gives employees the opportunity to purchase up to 10 days of leave per annum (pro-rata for part-time staff).</p>	<ul style="list-style-type: none"> • The scheme was open to applications from November 2020 until the end of January 2021 with regular communications to staff during the period. • Circa 250 staff opted to buy some additional leave for the year 2021/22. • This will generate savings for the Council which will be captured by Finance.
Job Evaluation	<p>To ensure fair pay the Council undertakes job evaluation on new and changing roles and we also offer a service to schools.</p>	<ul style="list-style-type: none"> • Supporting several schools which income generates – including a school who are moving their support staff onto the Council's JE scheme. • Supporting with assessment of banding for temporary roles to support the pandemic response. • Responding to an increase in volume of roles to be evaluated due to service redesign late 2020 and which will continue through 2021.
Trade Union service for Schools.	<p>The Council has an arrangement in place whereby schools can access TU support (both for teachers and support staff) via buying into a pooled arrangement managed by the Council.</p>	<ul style="list-style-type: none"> • Price per pupil for TU service for both teaching and support staff calculated – decrease in the cost for the teaching price and the price for support staff remained the same. • Trafford controlled primary schools have the option to de-delegate their budget to buy in teaching TU support via the Funding Forum. In the January meeting the prices were communicated and they agreed to do so for 2021-22. • Trafford controlled primary schools can opt to buy the TU support staff service and all other schools can buy a package of TU support for both teachers and support staff. The service level agreement is being communicated to schools and will go on the Trafford Services for Education website where schools can go in and view the service offered and purchase it.

HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
BAU: ER Casework	Response to, and progression of, employee relations casework to support employees and managers	<ul style="list-style-type: none"> • Responding to new, emerging casework. • Supporting and advising managers to progress. • Liaison with external authorities, as applicable. • Open and continued dialogue with trade unions
COVID19 : ER Casework	Continue to support services in expediting and concluding case work paused due to Covid-19.	<ul style="list-style-type: none"> • Progression and closure of all ER casework affected by CeCOVID19 – 1 remaining • Facilitation of alternative, appropriate IT/media platforms to employees to engage effectively in HR processes • Open and continued dialogue with trade unions
BAU: Service Level Agreements	Review of current HR SLA's for 20/21	<ul style="list-style-type: none"> • Ongoing review and development of SLA offer for schools and traded services for HR Consultancy, with effect from 01 September 2020 • Development of user guide for schools to aid purchase of SLA's • Review and delivery of CCG SLA
Service Redesign & TUPE	Continue to support the modernisation and transformation of services	<ul style="list-style-type: none"> • Supporting internal service re-design activities across all Directorates across the Council • Supporting TUPE activity
Training	HR Updates	<ul style="list-style-type: none"> • Development of 'virtual' briefings for senior leaders in schools during COVID19 period • Individual support to new/inexperienced Managers with ER casework • Supporting the development of Manager guidance/training package

GM Resource Hub

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Re-mobilisation of GM Resource Hub	To provide a temporary solution to an immediate staff resource crisis as a result of COVID-19	<ul style="list-style-type: none"> • As a result of the Social media campaign we received over 250 CVs and carried out a skills match and analysis which has expedited the recruitment process. • Introduction of a vacancy clearance process for COVID 19 temporary resources to ensure vacancies are filled internally where possible. • Recruited a pool of COVID Business Administration staff to provide resources that can be deployed to a number of critical areas e.g. mass testing, shielding, contact tracing and community engagement. • Liaison with line managers to identify staff shortages / future demand and skill set required. • Templates for communications to employee and line/recruiting managers confirming revised temporary working arrangements. • Creating and maintaining a list of casual and volunteers and link in with voluntary sector as appropriate. • Dedicated phone line and email address facility for managers and employees. • Agree and implement appropriate pay principles and process for payment. • Use of business intelligence and existing relationships to proactively explore possible deployments. • Liaising with Trafford Leisure to identify staff that we can deploy into our services on a casual or temporary basis where there is a requirement and a skills match. Temporary resource from Trafford Leisure working in Bereavement Services. • Supporting Information Governance to identify temporary resources to support the Elections • Contacting STOP GAP casual Teachers with the aim of deploying them to areas where there is an urgent resource requirement e.g. to support mass testing/vaccinations, elections.
BAU: Recruitment	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> • Introduction of an updated vacancy authorisation process to ensure all vacancies are filled internally whenever possible. • Development of guides to assist managers when recruiting virtually. • All interviews and assessments are now carried out via Teams. This is working well as managers become more confident with this way of working. • Successfully administered assessment centres with large panels for director level roles. • Content of GreaterJobs Trafford pages updated to show applicants what it's like to work at Trafford.

Workforce Reform

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Trafford Recovery & Locality Plan / Integrated Care System</p>	<p>Development of workforce strategy and priorities to enable delivery of the Trafford Recovery & Locality Plan – Health & Social Care</p> <p>Delivery of Workforce Transition Work stream of the Integrated Care System Programme</p>	<ul style="list-style-type: none"> • On 1st February the Trafford Locality Workforce Group agreed the collective priorities for 2021 as (1) Integrated Care System (2) Health and Wellbeing (3) Virtual Workforce Information System implementation. This Group have really mobilised and are now meeting on the last Thursday of every months to drive forward collective workforce strategies for he Trafford Health and Social Care workforce. • As referenced, we are progressing with the implementation of a Virtual Workforce Information System (VWIS) that consolidates workforce data from Trafford Council, MFT, GMMH and the PCN in Trafford, to provide a Locality workforce consolidated dashboard of information, which will during the course of 21/22 lead to Locality based strategic workforce plans. • We have supported the CCG to develop an Organisational Change Policy, ahead of the ICS transformation programme. The Policy during has now been fully approved and is ready to be launched. • We have developed a further 2 Policies for the CCG that underpin the Organisational Change Policy, (1) Pay Protection (2) Redeployment. These are at the point of Trade Union consultation and will then go to Remuneration Committee, Governing Body and Colleague Forum with an aim to launch them in March 2022. • We have supported a range of organisational structure changes at the CCG that lend to the future direction of travel and aim to provide resilience within structures during the period of transition. • We are leading from a workforce transition perspective on the Integrated Care System transformation, with a seat at the weekly SLT Programme Board, and a place on the LCO work stream providing advice, guidance and recommendations relation to the broad programme of work.