



## Employment Committee

People Update

28<sup>th</sup> June 2021

# Sickness Absence

Trafford Council - staffing

285

members of staff  
absent

208

full time  
equivalents  
absent

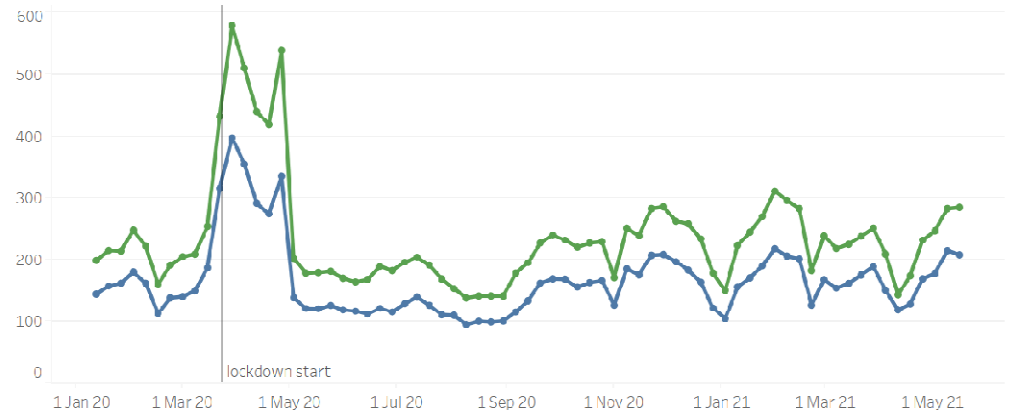
93.2%

of headcount  
available to work

93.6%

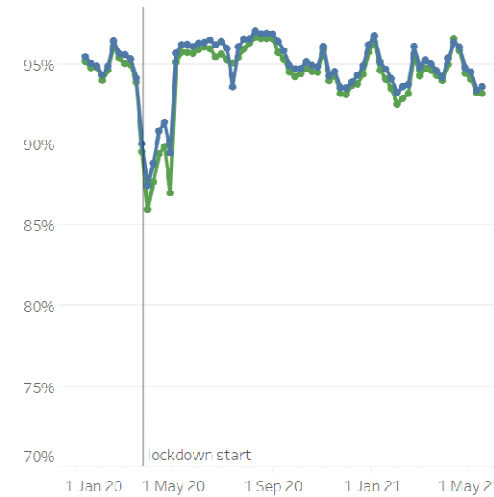
of whole time  
equivalents

Absence by week



■ Absence FTF  
■ Absence Headcount

Availability by week



Current availability by directorate

Directorates	Absence FTF	Absence Headcount
Adult Services	92.0%	91.7%
Childrens Service	97.8%	93.2%
Finance & Systems	99.5%	98.5%
Governance & Community Strategy	95.9%	95.4%
Place	98.0%	98.0%
Schools	93.8%	93.3%
Strategy & Resources	91.4%	90.5%
Total	93.5%	93.2%

Availability rates are for all staff within the directorate

# Health, Safety and Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
COVID-19: Working from Home Support	Supporting our staff to work from home	<p>Support has remained in place for staff to work from home where they are able to do so with the continuing restrictions. Their health, safety and wellbeing has continued to be ensured through:</p> <ul style="list-style-type: none"><li>• <b>Working from home workstation guidance and support</b> on our intranet pages to provide a safe and healthy work station</li><li>• <b>Easy access to IT equipment</b> (laptop risers, keyboards, mice and headphones)</li><li>• <b>Specific workstation assessment support</b> through the Health and Safety Team who have undertaken complex assessments to enable staff health needs to be met with appropriate equipment and guidance</li><li>• <b>Wellbeing support and guidance</b> has continued to be provided through 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 regularly 'check in' with their teams.</li></ul>

# Health, Safety and Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p><b>Covid-19: Making our Trafford Buildings and Services COVID Secure</b></p>	<p>Measures to ensure our buildings and other settings are and remain COVID secure to protect our front line staff.</p>	<p>COVID Secure arrangements remain in place for colleagues and partners occupying our buildings and teams delivery essential services. The arrangements continue to ensure:</p> <ul style="list-style-type: none"> <li>• <b>Occupancy levels</b> are limited within our buildings. An electronic sign in process has been developed when accessing and exiting TTH and Sale Waterside to aid the monitoring of numbers within our buildings</li> <li>• <b>Face coverings</b> must be worn when moving through our buildings or within meeting rooms with others</li> <li>• <b>Social distancing arrangements</b> remain in place through one way systems, restrictions on desk use and managing occupancy in kitchens, toilets and meeting rooms.</li> <li>• <b>Increased cleaning regimes and hand hygiene arrangements</b> are in place</li> <li>• <b>Rapid Flow Testing</b> continues to be available for colleagues within 'The Terrace' at TTH</li> <li>• Test and Trace processes remain in place to respond to cases of COVID in the workplace and prevent spread of the virus.</li> <li>• Guidance and support is available to all services through the Health and Safety Team on <b>COVID Risk assessments</b></li> </ul> <p>COVID arrangements are reviewed on a <b>monthly basis</b> and regularly communicated through staff and manager briefings.</p> <p>A <b>meeting room review</b> is currently underway to investigate safely bringing back into use some further meeting rooms within our buildings and the Council Chamber. Our <b>fire and first aid arrangements</b> also continue to be <b>reviewed</b> to ensure we have robust processes in place to respond to emergencies whilst our COVID Secure arrangements are in place.</p> <p>The arrangements form an integral part of our <b>Trafford Roadmap and Reintegration</b> process to return staff to work safely over the coming months as the restrictions ease and changing working styles and work environments are introduced to provide an enhanced work experience for our staff.</p> <p>A <b>multiagency operational re-integration group</b> is in place and meets every two weeks. The group reviews key reintegration and health and safety operational issues to manage COVID risks and behaviours within our buildings.</p>

# Health, Safety & 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"> <li>• Overarching risk assessment templates have been refreshed as the Government guidance has been updated and provided for schools to review their arrangements</li> <li>• Communications are provided through the schools e-bulletin and at schools Headteacher forums</li> <li>• Support has been provided by the Health and Safety Team and Public Health in managing cases of COVID19 within schools</li> <li>• Ongoing advice and guidance is available through the Schools Health and Safety SLA.. This also continues to provide schools with advice and guidance on wider health and safety management issues.</li> </ul>
COVID-19: Elections	Delivery of COVID Secure Elections	<p>The Health and Safety Team supported the Elections Team with the delivery of COVID Secure Elections including:</p> <ul style="list-style-type: none"> <li>• The development of COVID Secure risk assessments and arrangements for the nominations, postal votes, polling stations and count venues</li> <li>• Training delivered to Polling Station Inspectors and Presiding Officers</li> <li>• Provision of PPE and appropriate equipment and screens to support COVID Secure arrangements</li> <li>• Attendance and support at the Count Venues</li> </ul> <p>Trafford also had 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 were produced for LA's across the region.</p>



# Health, Safety & Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
COVID-19: Health and Wellbeing Support	Supporting the wellbeing of our colleagues during the pandemic	<p>Health and Wellbeing support for our colleagues has remained a significant focus throughout the pandemic through support on our intranet pages, regular communications and Health and Wellbeing promotional campaigns.</p> <p>Most recently the Council and CCG teamed up support Mental Health Awareness Week (10 - 16 May) which had a focus on the benefits of connecting with nature.</p> <p>A variety of virtual sessions were provided in the week including:</p> <ul style="list-style-type: none"><li>• <b>Tea and talk sessions</b> – Hosted by our Mental Health First Aiders and open to all to take some time out and have a supportive chat with colleagues.</li><li>• <b>Random Cuppa Sessions</b> – A chance to pair up with a colleague you would not usually connect with for a chat and a break</li><li>• A <b>photography competition</b> showing how colleagues connected with nature to support their wellbeing</li></ul> <p>There was also:</p> <ul style="list-style-type: none"><li>• Daily communications under key themes to support your mental wellbeing including, being out and about in nature and getting involved in groups and activities</li><li>• Links to our <b>health and wellbeing resources</b></li></ul>

# Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Management &amp; Leadership Development</b>	<b>EPIC Manager Virtual Programme</b> Supporting Managers to be EPIC.	<ul style="list-style-type: none"> <li>• Our <b>EPIC Manager Intranet pages</b> 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. The new pages have been launched.</li> <li>• We launched our <b>Micro Learn sessions</b> in April 2021. The 45 minute bite-sized sessions focus in on specific leadership/management theories and concepts. They allow subject matter experts from the Council to provide updates and insights on key legislation or policy and create discussion forums on best practice approaches. Our first session was held on the 20 April and focused on Active Working, our May session (27<sup>th</sup>) was delivered by our GM Colleagues and shared the GM wellbeing toolkit and tools to support managers in their roles. Our next session will focus on digital wellbeing.</li> <li>• We have revised our <b>Equality and Diversity in Leadership Session</b> on the EPIC Manager programme to align to the Equality and Diversity Strategy. The content focusses inclusive leadership and our pilot session was delivered on the 04 June which was attended by representatives from our Staff Groups</li> <li>• Our next EPIC Manager module, managing disciplinary and investigatory skills is currently being developed to add to the suite of learning modules available to managers.</li> </ul>
<b>Management &amp; Leadership Development &amp; Succession Planning</b>	<b>#LEAP Programme</b> Supporting individuals who aspire to step up make an EPIC LEAP into management.	<ul style="list-style-type: none"> <li>• The <b>LEAP Management Programme</b> 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.</li> <li>• 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 <b>Institute of Leadership and Management Qualification (ILM)</b>.</li> <li>• The pilot programme was launched on 29 April 2021. We have 10 colleagues who are undertaking the qualification at present</li> <li>• To support our new managers and our new coaches every colleague on the LEAP Programme will be offered a coach to support their development.</li> </ul>

# 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"> <li>• We supported and celebrated <b>Mental Health Awareness week</b>, from the 10 to 16 May 2021. We ran a series of events and a communications campaign aligned to the theme of the week, which was nature.</li> <li>• We worked in partnership with the CCG to promote the week, which included <b>Tea and Talk Sessions</b>, with our Mental Health First Aiders and a “<b>random cuppa</b>” event to promote connectivity for people during the week.</li> <li>• We also ran a <b>photography competition</b> during the week and asked colleagues to submit a photo which shows how they have connected with Nature during lockdown to support their mental health and wellbeing. We received over 50 submissions and Richard Roe judged the competition entries, our winning entry and all other submissions can be <a href="#">viewed here</a>.</li> <li>• We continue to support and promote <b>national campaigns</b> such as Bike Month (July) 30 Days wild (July) Walk this May Living streets).</li> </ul>
Induction	Creation of a more streamlined induction to support and ease the pressure on managers.	<ul style="list-style-type: none"> <li>• We are currently undertaking a review of our corporate induction to make sure that all new starters that join Trafford get off to their very best start.</li> <li>• We have undertaken focus groups with colleagues who have joined us over the last 12 months to seek their feedback about what worked well and what could be improved.</li> <li>• We plan to launch the refreshed induction in July 2021, which will include an updated manager induction checklist and best practice advice, alongside a refresh of our intranet pages and e-learning induction module.</li> <li>• We are also proposing to introduce a 2 hour virtual session, which will run monthly and be an opportunity for new colleagues to meet other new starters alongside hearing more about our key priorities, our EPIC values, rewards and benefits and learning and development opportunities.</li> <li>• We have also delivered a series of 4 induction sessions to the HOST team returning on TUPE to Trafford from Salix Homes. These sessions started in March and concluded in May. The sessions were aimed at welcoming staff to the Council and to make the transition as smooth and positive as possible. All sessions were well received and feedback from colleagues was really positive.</li> </ul>



# 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"> <li>• <b>Let's Talk Events</b> – We continue to support the organisation and delivery of our Let's Talk sessions to all colleagues and leaders. Our Last session leaders session was delivered in June 2021 and all colleagues session delivered on the 14 &amp; 17 May 2021. We continue to deliver a development session and previous sessions have included, digital wellbeing, wellbeing through Nature and supporting colleagues to feel psychologically safe through change.</li> <li>• We have launched our <b>Engage intranet pages</b> and shared some of the feedback from previous sessions with colleagues to encourage colleagues to encourage colleagues to book on one of the advertised 2021 dates.</li> <li>• On the 22 March we delivered our virtual <b>Long Term Service Awards</b> ceremony for all colleagues who celebrated 25 years of service during 2020. The event was attended by CLT members, Executive members and the Mayor.</li> <li>• Work has been undertaken to define our <b>4 new working styles</b> to support our re-integration plans and new ways of working. Engagement sessions have been scheduled for colleagues and managers throughout June and July to seek input and feedback on the proposals and to help shape the support available to colleagues.</li> <li>• We wrote and submitted 2 entries for the <b>MJ awards</b> (Workforce Transformation) and the <b>PPMA Awards</b> (best change management initiative and received notification that we have been <b>shortlisted as a finalist</b> for our PPMA entry. Both submissions outlined our journey to date, since 2018 and the work undertaken across the organisation to impact on engagement and culture.</li> </ul>
Apprenticeships and Work Placements	Supporting and developing skills and opportunities to colleagues in Trafford.	<ul style="list-style-type: none"> <li>▪ May saw confirmation of the new yearly government apprenticeship target of <b>2.3%</b> of the workforce based on 31 March 2021. The overall target is 104 apprenticeship starts between 1 April 2021 and 31st March 2022. The target includes 46 new apprenticeship starts in our levy paying schools. This leaves a target of 58 across the council directorates. Since the 1<sup>st</sup> April we have had <b>16 new starts</b> with 2 of these in schools.</li> <li>▪ We continued to work with <b>United Response</b> and <b>UA92</b> to source <b>3 placements</b> for the students from Loreto College who they are working with. Currently we have sourced 2 out of the 3 placements. These placements will start in September 2021 and run 3 times around the school terms.</li> </ul>

# Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Children's Services	Supporting CS redesign project	<ul style="list-style-type: none"> <li>▪ We continue to work <b>alongside the project team</b> with the service re-design and provide on-going support to Senior Leadership Team with regards Organisational Development interventions. (for example in support of Ambition 3 - Quality of Practice is consistently good across the service so that it makes a difference to our children and families)</li> <li>• We have worked on producing a <b>timeline of support and interventions</b> to work with the re-design timetable. This includes offering bespoke workshops to teams within the service (e.g. Children in Care, Senior Practitioners) in <b>change management</b> for both managers and colleagues and have worked with HR colleagues to ensure the support pages for redeployment were live on the intranet and signposted also to the wellbeing support available.</li> <li>• We have developed a <b>proposal</b> and are working with the Assistant Director of Children's Services to provide interim support to the <b>Senior Leadership Team</b>. This support will consist of an initial 5 X2 hour sessions to support the team to lead themselves and their colleagues through the implementation phase.</li> <li>• We also continue to support other service areas within the directorate with bespoke team support and sessions (e.g. Youth Engagement Service).</li> </ul>
Equality & Diversity	Embedding ED&I into the learning offer at Trafford	<ul style="list-style-type: none"> <li>▪ Working with our colleagues in the staff groups we will focus our next suite of <b>Micro Learn</b> sessions on <b>Equality Diversity and Inclusion</b>. The content of these sessions will be defined and co-delivered by our staff groups and we are aiming to start delivery in September 2021.</li> <li>▪ We are working with our staff groups to celebrate and promote <b>diversity events</b>, and produced and publicised a managers guide to supporting colleagues during <b>Ramadan</b> in April and highlighted <b>World MS Day</b> in May. Further events and celebrations will be published throughout the year.</li> <li>▪ Representatives from the staff forum groups attended the pilot session of the EPIC Manager "Leading EDI – Inclusive Leadership" Model to <b>help support us to shape</b> the content of the module. A feedback session with those who attended has been scheduled for June. Post review of the pilot session we will re-advertise and promote attendance on the module to managers across the organisation.</li> </ul>
Member Development	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> <li>▪ Member Induction – 11 new councillors have been elected, and began their induction programme. This has included virtual 'Welcome' and 'Meet the Chief Exec' events, along with four induction workshops, introducing Members to each directorate of the organisation.</li> <li>▪ CPD – A new Continuing Professional Development record has been launched, allowing Members to record and display 'core' and 'optional' learning obtained, to support them in their roles.</li> </ul>

# Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Personal Development	Coaching provision At Trafford Supporting colleagues to develop and grow.	<ul style="list-style-type: none"> <li>In line with our people strategy objectives and acting upon feedback from our b-Heard engagement survey we are developing our <b>coaching offer</b> for managers and colleagues.</li> <li>We launched our <b>Coaching Apprenticeship</b> during National Apprenticeship Week. The apprenticeship will take 12-18 months to complete and colleagues will be awarded an ILM certificate in Coaching.</li> <li>Our pool of qualified coaches will then support us to coach colleagues with their personal and professional development. We currently have <b>14 colleagues</b> undertaking this qualification.</li> <li>At present we have <b>11 colleagues</b> undertaking a coaching relationship with a qualifying coach and a further 10 colleagues (LEAP attendees) who will be assigned a coach shortly.</li> </ul>
CCG Support	OD Support for CCG colleagues	<ul style="list-style-type: none"> <li>We are continuing to work with <b>CCG managers</b> and have promoted our EPIC Manager Modules and Micro-Learn sessions to colleagues in the CCG. We are also sharing through the Friday briefing the <b>health and wellbeing</b> offers from the NHS, GM Partners and Trafford Council.</li> <li>We are supporting the briefings for all impacted health and social care colleagues on the transition into the <b>ICS model</b>.</li> <li>We are also in the process of launching a reward and recognition scheme “<b>CCG Stars</b>” across the organisation. Colleagues will be encouraged to nominate their co-workers who have displayed the CCG values and gone the extra mile in their day to day roles. Monthly nominees and winners will be celebrated through the CCG’s corporate communications and forums.</li> </ul>
Kick-Start	Supporting 16-24 gain meaningful high quality placements and job opportunities.	<ul style="list-style-type: none"> <li>Following our successful Kickstart application to the DWP, we held a number of <b>meet the employer’s sessions</b> to promote both our internal and external placements.</li> <li>We have started recruitment to our <b>11 internal placements</b> and engaged with the placement managers to discuss their expectations and requirements from the young people.</li> <li><b>5 young people</b> have completed the ‘Building Employment and Skills’ training course at Trafford College and undertook initial interviews (14 June).</li> <li>All interviews were successful and candidates are now in the process of undertaking an interview with their placement managers. To date we have offered <b>2 placements</b> and are looking to shortly offer a <b>3<sup>rd</sup> placement</b> to one of our <b>Trafford Care Leavers</b> within our Workforce Strategy Team.</li> <li>To recruit to the remaining internal placements we are hosting an information session at Trafford College on Thursday to enrol an additional cohort on the ‘Building Employment and Skills’ training course starting next week.</li> </ul>

# Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
COVID-19 response policy and guidance	A suite of guidance documents has been produced during the pandemic. These have all required updating as the position has changed and new ones producing.	<ul style="list-style-type: none"> <li>Decision made that Additional Pension contributions (APCs) should be paid where schools support staff have been furloughed – being communicated to schools (advisory for schools where we aren't the employer).</li> <li>Decision regarding how staff cover the quarantine time if required post travel abroad.</li> <li>Agreed approach to supporting staff and managing sickness relating to Long COVID. Resources and guidance to be developed. New sickness code added for recording Long COVID sickness absence.</li> </ul>
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"> <li>Several reports being provided for different audiences – different frequencies.</li> <li>Reports are informing national public sector workforce impact of COVID-19.</li> <li>Understanding of which services most impacted by COVID-19 related absence.</li> <li>Production of a bi-weekly workforce availability/resourcing report for RCG.</li> </ul>
Voluntary Severance Scheme	Offer to employees of Voluntary Severance scheme in September 2020 with agreed leaving dates of either 31 <sup>st</sup> March 21 or 30 <sup>th</sup> 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"> <li>Voluntary severance scheme created and employees had the opportunity to apply by 30<sup>th</sup> October.</li> <li>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. The exit cap was subsequently revoked and pension reform has been delayed.</li> <li>Application outcomes have all been communicated, including a group for which decision had previously been deferred.</li> <li>23 employees left on 31<sup>st</sup> March and 22 employees due to leave on 30<sup>th</sup> September. Settlement Agreements have been issued to September leavers.</li> <li>Voluntary Severance policy in draft and once finalised to be used by services as appropriate, during service redesign.</li> </ul>
Cycle to Work Scheme provider review	Our contract with the current provider was up for renewal so procurement process has been undertaken.	<ul style="list-style-type: none"> <li>Finalising new contract with Halfords.</li> <li>Looking to increase the spend limit so that staff can consider options such as electric bikes. This supports our sustainable and health and well-being agendas.</li> </ul>

# Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
<b>Domestic Abuse Charter</b>	<p>The Council is committed to signing up to the Domestic Abuse Charter, which calls on employers to support employees experiencing domestic abuse.</p>	<ul style="list-style-type: none"> <li>• Liaison with GMB regarding requirements and signing up.</li> <li>• Reviewing the Council's existing policy and getting input from our internal expertise and also review by an employee with lived experience of domestic abuse.</li> <li>• Liaising with charities/training providers to upskill our Mental Health First Aiders so they can be a point of contact for staff.</li> <li>• E-learning module available for staff to raise awareness.</li> </ul>
<b>Reintegration – New Ways of Working</b>	<p>Exploring options and agreeing the most appropriate approach for the Council in relation to where and how staff work when full reintegration can happen.</p>	<ul style="list-style-type: none"> <li>• Research, benchmarking and learning from professionals and other organisations to understand all implications.</li> <li>• Proposal in place for the Trafford SMART working concept with 4 different workstyles. This features a 'hybrid' work style where relevant roles spend time in different locations including the home, office, partner bases, with service users etc.</li> <li>• Agreement in principle for this approach and workforce engagement has commenced to get feedback to further refine plans.</li> <li>• Toolkit with underpinning policy and guidance is being developed.</li> <li>• Enabling work streams are progressing lead by other services, including work space redesign, hybrid meeting room proof of concept, exploring the ICT that will be most beneficial and roll-out of M365.</li> </ul>

# HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Employee Relations Casework	Response to, and progression of, employee relations casework to support employees and managers	<ul style="list-style-type: none"> <li>• Responding to new, emerging casework.</li> <li>• Supporting and advising managers to progress.</li> <li>• Liaison with external authorities, as applicable.</li> <li>• Open and continued dialogue with trade union colleagues</li> <li>• Facilitation of alternative, appropriate IT/media platforms to employees to engage effectively in HR processes to maintain COVID safe working practices</li> </ul>
Service Redesign & TUPE	Continue to support the modernisation and transformation of services	<ul style="list-style-type: none"> <li>• Supporting significantly high levels of service re-design activity across all Directorates in the Council, schools and traded services</li> <li>• Supporting a couple of proposed amalgamations of Trafford maintained infant and junior schools</li> <li>• Supporting specific improvement programmes across Childrens' and Adults Directorates</li> <li>• Co-ordination of TUPE activity (both in and out) across the Council</li> <li>• Review and refresh of related policies, guidance, systems relating to redesign and TUPE activity</li> <li>• Open and continued dialogue with trade union colleagues</li> </ul>
HR Service Delivery Model	Modernise and streamline access into the HR service	<ul style="list-style-type: none"> <li>• Implementation of HR Advice Service from 10 May 2021 - effective triage of all new HR queries received, enable redirection of queries to the appropriate HR colleague at the first point of contact, generate faster responses to customers</li> <li>• Development and delivery of communications, work flows, training schedule, refresh of guidance, templates, hand-offs, etc</li> <li>• Implementation of new IT/telephony solutions</li> <li>• Re-alignment of management of all casework matters under one ER Manager</li> </ul>



# HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Service Level Agreements	Review and issue of HR SLA's for 21/22	<ul style="list-style-type: none"><li>• Ongoing review and development of SLA offer for CCG with effect from 01 September 2021</li><li>• Publishing and marketing of HR Consultancy SLA offer for schools and traded services with effect from 01 September 2021</li><li>• Development of user guide for schools to aid purchase of SLA's</li><li>• Development of marketing plan to secure new business opportunities</li></ul>
Training	HR Updates	<ul style="list-style-type: none"><li>• Continuation of breakfast briefings for senior leaders in schools</li><li>• Development of new 'lunch and learn' sessions for managers in schools</li><li>• Contributing to the new Head Teacher induction programme with effect from 01 September 2021</li><li>• Individual support to new/inexperienced Managers with ER casework</li><li>• Supporting the development of Manager guidance/training package on employee relations matters</li></ul>

# Trafford Resource Hub

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Resource Hub</b>	To provide a temporary solution to an immediate staff resource crisis as a result of COVID-19	<ul style="list-style-type: none"> <li>• Continuing to support the rapid recruitment to bring in a range of resources to support the COVID 19 Response, Recovery and Re-integration plans.</li> <li>• Introduction of a revised vacancy clearance process for COVID 19 temporary resources to ensure vacancies are filled internally where possible.</li> <li>• Advised on the creation and job evaluation of new roles to ensure that they were fit for purpose to support COVID 19 Response, Recovery and Re-integration plans.</li> <li>• Recruiting to 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.</li> <li>• Liaison with line managers to identify staff shortages / future demand and skill set required.</li> <li>• Use of business intelligence and existing relationships to proactively explore possible deployments.</li> <li>• Currently recruiting to a staff 'Volunteer Army' to support any future emergency's/emerging priorities.</li> <li>• Supported the recruitment of resources to work on/support the local and mayoral elections.</li> <li>• Supporting Children's to develop a Social Worker Recruitment Campaign.</li> <li>• Liaising with public health to develop resources to support the Contact Tracing Delivery Model.</li> </ul>
<b>BAU: Recruitment</b>	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> <li>• Introduction of an updated vacancy authorisation process to ensure all vacancies are filled internally whenever possible.</li> <li>• Development of guides to assist managers when recruiting virtually.</li> <li>• All interviews and assessments are now carried out via Teams. This is working well as managers become more confident with this way of working.</li> <li>• Successfully administered assessment centres with large panels for director level roles.</li> <li>• Content of GreaterJobs Trafford pages updated to show applicants what it's like to work at Trafford.</li> </ul>

# Workforce Reform

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Trafford Recovery &amp; Locality Plan / Integrated Care System</p>	<p>Development of workforce strategy and priorities to enable delivery of the Trafford Recovery &amp; Locality Plan – Health &amp; Social Care</p> <p>Delivery of Workforce Transition Work stream of the Integrated Care System Programme</p>	<ul style="list-style-type: none"> <li>• The <b>Trafford Locality Workforce Group</b> have continued to meet monthly, steering the development towards are collectively priorities and being updated and sharing information on the Integrated Care System development.</li> <li>• We have successfully enabled a monthly feed of workforce data from the Trafford Local Care Organisation (MFT Community Services and Trafford Adults Social Care) and Trafford Primary Care Network into the <b>Virtual Workforce Information System (VWIS)</b> so we can now see combined workforce data as a system level. Greater Manchester Mental Health are anticipated soon to be contriving Trafford workforce data. We are hoping to put in a bid for financial support from GM to help implement VWIS. Over the next few months we aim to:             <ol style="list-style-type: none"> <li>(1) Refine the quality of the data so we can report at neighbourhood level and subsequently build Neighbourhood workforce plans.</li> <li>(2) Roll out VWIS user training to those who will be utilising the system.</li> <li>(3) Attend Strategic Workforce Planning Train the Trainer sessions led by GM.</li> <li>(4) Embed usage of / reporting from VWIS through upskilling our system leaders/managers.</li> </ol> </li> <li>• Our <b>Trafford Health and Wellbeing Task and Finish Group</b> have met twice. It has identified cross system Health and Wellbeing challenges, along with some quick wins we can focus on to collectively support our workforce. Our next step is to identify the full range of Health and Wellbeing support being provided to colleagues across our system, so we can look for opportunities for collaboration, sharing of resourcing and gaps in provision. This will drive some practical actions we can work on collectively.</li> <li>• We have continued to support the <b>Integrated Care System Transformation Programme</b>:             <ul style="list-style-type: none"> <li>➢ We have delivered 7 cross system Bite Size learning sessions with a broad audience from our TLCO (MFT and ASC), Trafford Council, CCG and PCN's. The sessions have been very popular and feedback so far has been really positive.</li> <li>➢ We have supported the broader Programme through the Transition work stream and the Communications and Engagement work stream. A recent workforce transition update has been share with the Joint Commissioning Board and the One System Board. We remain in the 'Design' phase and are making links into the GM Programme of work to ensure collaboration with GM and consistency across the 10 Localities.</li> </ul> </li> </ul>