



TRAFFORD
COUNCIL



Employment Committee

People Update

27th June 2022

Health and Safety

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Covid-19: Supporting safe reintegration	Measures to allow the safe reintegration of staff to our offices	<p>In line with the government guidance for 'Living with Covid' and to support the safe reintegration of staff from April, preparations were completed for welcoming staff back to our offices:</p> <ul style="list-style-type: none"> • New guidance reflects emphasis now on ventilation, cleaning and hygiene in line with government guidance. • Face coverings are now no longer required in our offices but can still be worn if staff choose. • Distancing arrangements within the buildings are removed in communal spaces and desks. Meeting room occupancies have been increased. • Sanitising stations are placed in meeting rooms, communal areas and at building entrances for hand hygiene and cleaning surfaces. • There is continued regular cleaning of our offices including touchpoints and surfaces. • New service fire register arrangements are in place at TTH and Sale Waterside for staff to sign in/out and account for teams in the event of an evacuation. • Outbreak control arrangements are in place with Public Health to manage any increasing cases of illness within our workplaces and support business continuity. • The reintegration project team were on hand at meeting points at TTH and Sale Waterside to welcome staff to the offices and provide advice and guidance to staff. • We welcomed back Full Council into the Council Chamber with hygiene and ventilation measures in place. • CO2 monitoring continues to be used as an effective tool for assessing adequate ventilation as our occupancies have increased within our offices and meeting rooms.
	Safe delivery of Elections	<p>The elections were again supported to deliver successful arrangements for polling stations, postal votes and the count. With Covid restrictions removed, appropriate safeguards remained in place to support appropriate hand hygiene, cleaning and ventilation at the venues and ensuring staff who were unwell did not participate in the arrangements.</p>

Health and Safety

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Reintegration: Homeworking Support	Providing a safe and healthy home working environment	<p>Under the Smart Working programme, two of the work styles, ‘home worker’ and ‘hybrid worker’, give staff the opportunity to work in a home environment for all or part of their working hours. The Council had to ensure that we met our legal obligations under workstation and display screen equipment legislation to support these work styles. The Health and Safety Team provided competent advice to Trafford Smart Working Project Team to support our workforce with safe and healthy long term home working arrangements. Key elements of the project were:</p> <ul style="list-style-type: none"> • Improved Display Screen Equipment and Homeworking guidance and toolkits with self-assessment forms to enable managers and staff to effectively assess their workstations and identify any additional needs. • A targeted process with cohorts of staff to support them in completing the assessments and identifying any further equipment required. • Easy access to ancillary equipment and a centralised budget and process for staff to order larger items such as suitable chairs, desks and monitors determined as an assessed need. <p>The process has helped to ensure that DSE and homeworking assessments are in place for staff as appropriate. Nearly 60 chairs and 15 desks have been provided for colleagues where needed and over 60 monitors have been ordered.</p> <p>The Health and Safety Team continue to provide competent support on complex DSE needs and this has been a major focus for the team as part of the process.</p>
Covid: Staff at Greater risk	Continuing to support our workforce	<p>Throughout the pandemic, Trafford guidance for services and schools has been provided for staff at greater risk from Covid19 which reflected government guidance. Definitions of these groups has changed as a greater understanding of COVID-19 has developed and the vaccination and booster programme has progressed. Even under the ‘Living with Covid Guidance’ we still wish to support colleagues who remain at greater risk. We have maintained an individual risk assessment process and advice to consult with any staff considered to be at greater risk and how they can be supported with any additional measures.</p>

Health and Safety

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Health and Safety Competent Advice	Supporting our Services with Health and Safety advice and guidance.	<p>The Health and Safety Team continue to provide competent health and safety support across the Council.</p> <p>Fire Safety arrangements within our Trafford Estate We have been working with our new Estates Team and Amey through the One Trafford Partnership to review fire risk assessment provision in line with our corporate responsibilities for the Trafford Estate.</p> <p>A revised programme of identified fire risk assessments is now underway for our Corporate Estate to ensure we maintain our legal duties under fire legislation.</p> <p>One Trafford Partnership Monitoring Arrangements We have continued to support our Council One Trafford Partnership Client Team in the health and safety monitoring of Amey operations in line with our Client responsibilities. Activities include:</p> <ul style="list-style-type: none"> • Monthly 'HSEQ' meetings between Trafford and Amey to receive health and safety updates and discuss issues • Work programme updates and safety initiatives • Updates on accident notifications and investigations • Supporting 'on the ground' client monitoring to observe working practices <p>First Aid Arrangements As we continue to return to the offices, we're looking at supplementing our First Aiders at Trafford Town Hall and Sale Waterside. We are currently reviewing our first aid arrangements and needs and have a number of courses booked in for staff to attend to either become a new first aider or receive refresher training.</p> <p>We are currently recruiting colleagues who are ideally permanently based at Trafford Town Hall or Sale Waterside five days a week and so would be available to respond to a first aid situation.</p>

Organisation Development

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Management & Leadership Development	EPIC Manager Virtual Programme Supporting Managers to be EPIC.	<ul style="list-style-type: none"> • We are now on our 20th cohort of the EPIC Manager programme which started in April. The feedback is still positive and we've received a couple of specific e-mails from delegates as to how they've applied their learning in practice which has positively improved their leadership skills. We have refreshed the EPIC Manager Health and Wellbeing workshop to be in line with post Covid ways of working and recent data from the annual CIPD health and wellbeing employer survey. We have also completed work on our EPIC Managing By Outcomes workshop which is now launched and promoted and also reflects the hybrid working approach. • We have reviewed our training offer to ensure that all materials reference and make discussion to the revised vision, corporate priorities and outcomes. • We continue to promote our Coaching for Managers service and have now created coaching pages on our intranet pages to encourage a coaching culture in discussions. • We will be developing a timetable for our Micro Learn sessions and are managing this alongside the training plan for Microsoft M365 lunch and learn sessions and a known training programme in Children's Services. • We also continue to support individual teams with interventions based on identified leadership needs. This includes working with Children's Services supporting their Leadership Forum's and SMT on change and resilience.
Management & Leadership Development & Succession Planning	#LEAP Programme Supporting individuals who aspire to step up and make an EPIC LEAP into management.	<ul style="list-style-type: none"> • The first cohort of the LEAP Management Programme is now 14 months in to programme and are now preparing for their EPA. One of the first cohort has gained a promotion to a higher graded manager role in music services. • A second cohort started with 7 council employees in May 2022. • We are now investigating offering cohorts for level 5 and level 7 Leadership and Management apprenticeships.

Organisation Development

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Health & Wellbeing	Interventions	<ul style="list-style-type: none">• In response to the challenges of the rising cost of living, we have strengthened our financial wellbeing intranet pages to provide clearer signposting to our staff benefits and savings schemes, general financial support, top tips and advice on managing debt. We've also included a section on mental health and information reminding colleagues of the importance to talk about any financial worries. We have also signposted to our internal Trafford Services including the Welfare Rights team and will be working with them on a lunch and learn session for colleagues.• We are working with key colleagues in Public Health and our Equalities officer in mapping and planning all training, communication and engagement in the two key areas of health and wellbeing and equality, diversity and inclusion. This is in recognition of the significant overlap and interdependencies in supporting colleagues to be their best selves at work. The plan is to ensure a balanced approach with due consideration to the corporate priorities and key strategies. This will also consider member development in these areas.• We are currently working to re-establish a Health and Wellbeing Strategy Group, which was in place pre-pandemic. This will consist of a group of colleagues from Public Health, HR, OD, Communications, CCG and Trade Unions to have strategic oversight of activities supporting our Health and Wellbeing Strategy, and will feed into the combined H&WB / EDI agenda.

Organisation Development

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Health & Wellbeing	Mental Health Support	<p>Mental Health First Aid The Council and CCG Mental Health First Aid Network consists of passionate staff volunteers from both organisations. The team are a point of contact if colleagues, or someone they are concerned about, are experiencing a mental health issue or emotional distress. We recently trained 6 new colleagues to join the network. As well as providing support when needed, our Mental Health First Aiders also regularly support mental health campaigns and facilitate 'Tea and Talks' both at our offices and on Microsoft Teams.</p> <p>Mental Health Awareness Week – (9-15 May) With a theme of the impact of loneliness, colleagues from our Mental Health First Aid network and Public Health team put on a range of activities to help colleagues to connect – one of the 5 ways to wellbeing. Activities included mental wellbeing stalls at Sale Waterside and Trafford Town Hall, Tea and Talks, guided walks and signposting to a range of resources.</p>
Wellbeing	Promoting Active Travel	<p>The Trafford Council Staff Active Travel Group consists of passionate colleagues, supporting sustainable staff travel and wellbeing when commuting, when travelling within work and to positively impact outside of work too.</p> <p>A range of work has already been supported including videos of the cycle and changing facilities at Trafford Town Hall and Sale Waterside, improved active travel information for new employees in their induction pack, launch of an active travel survey to obtain useful data on travel behaviour and promotion of regional and national active travel campaigns.</p> <p>The group also delivered their first Active Travel Week in May, with free cycle servicing, led walks and a smoothie bike giving a nutritious drink by pedal power.</p>

Organisation Development

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ED&I	Embedding ED&I into the learning offer at Trafford	<ul style="list-style-type: none"> • We continue to monitor the completion of the mandatory e-learning and report regularly to directorate leads to encourage completion. • We are working with our Equalities Officer in consideration to the training, communications and engagement plan for the coming few years in line with the corporate priorities and equalities strategy. The plan will look at specific needs of different directorates and also consider the data we hold on both employees and residents of Trafford to ensure training is targeted and proportionate. The plan will be joined with a similar approach on health and wellbeing ensuring our staff feel they can be and bring the best of themselves to work everyday. • We've completed a review of our Values Based Recruitment course and as part of this are looking to create a communication channel of those trained so we can encourage them to reach out in finding more diverse panel members and reduce the risk of unconscious bias in recruitment.
Childrens' 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 the Senior Leadership Team. This includes supporting their work on recruitment and retention approaches through their People Steering Group. • We are also offering support to the fortnightly Children's Leadership Forums and have facilitated discussions and actions around resilience and change following training they have received through an external provider. • We are still continuing to offer change management support and have discussed and promoted our course offer through the phase 2 service re-design.

Organisation Development

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Member Development	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> • 2 Members attended the LGA Climate Emergency Programme, the Member Development Steering group are keen to roll out this training as part of one of our key priorities and as a cross cutter for the other 2. This course has had exceptional feedback and we are researching a blended approach to learning. • 20 Members attended Gypsie and Traveller training. The executive have now agreed to roll out this training to key officers and partners, to support this community due to changes brought in by the PCSC Bill. • We have planned and developed our induction approach for new and current Members for the May 2022 elections. This is a blended approach, utilising our internal, LGA and NW Employer resources. Feedback from last year's induction has allowed us to focus on the practical skills needed for new members and a warm welcome.
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. We supported 3 "Leaders" events in February and March 2022. These sessions focused on CLT & Executive updates, along with sharing the current in year budget position and final position for 22/23. Additionally our CEX shared our current strategic approach to the next 3 years and outlined how we plan to meet our challenges through our Finance and Change Board. This was a first opportunity for leaders across the organisation to help shape the programme and feedback how they would like us to keep them and their teams engaged as we move forward. • We are undertaking a Best Companies Engagement Survey and will be launching the survey 06 June. We have created a number of intranet pages in advance of the survey launch to re-familiarise colleagues with the work undertaken since the last survey, through a "you said.... We heard" campaign. We have also review the 70+ statements on the survey and reduced these to 55 statements. This was based on feedback last time on the number and relevance of some statements. We continue to prepare the data and comms in anticipation of our launch date. • We continue to support our colleagues in Adult Services following on from the launch of their internal "wellbeing survey" which was undertaken in September 2021. Alongside analysing the survey outputs and supporting with facilitation of the EPIC taskforce focus group meetings, we have supported with the design and delivery of the "hold the mirror" event which shared feedback and work done to date with senior leaders in Adults/GMHH. The event took place in May at Stretford Public Hall.

Organisation Development

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Reward and Recognition	Reward and Recognition schemes	<ul style="list-style-type: none"> • Our Long Service Awards event took place virtually on 29 March. In total 40 people attended and stories and comments were shared on the great experience and contributions these colleagues have made, and continue to make to the lives of people in Trafford. The ceremony included a video that the team developed on interesting facts in 1996 and also a quiz on retro food, toys, music and TV of the 90's. • Our EPIC Stars scheme continues to run monthly. Engagement in the scheme has varied from month-to-month, with 74 nominations received since February. We will continue to promote the scheme via corporate communications and via training and other engagement events. • We are currently exploring options for our annual Staff Recognition Awards and Long Service Awards for the coming year. In support of the Finance & Change agenda we are considering options to make these events as cost effective as possible whilst still meaningfully celebrating colleagues who have excelled in their service for the Council. We will be exploring options to deliver our Staff Recognition Awards with and without sponsorship from local businesses, and the possibility of combining this event with the Long Service Awards.
Personal Development	<p>Coaching provision At Trafford Supporting colleagues to develop and grow.</p> <p>Mentoring support for Trafford College Students</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. • Our pool of qualified coaches will then support us to coach colleagues with their personal and professional development. • The first of our Coaches are due to complete their apprenticeship in June 2022. • We currently have 10 colleagues undertaking this apprenticeship and 27 colleagues undertaking a coaching relationship with a qualifying coach, this includes 10 (LEAP attendees). • Following a series of meetings with Trafford College the scheme is planned to launch in September 2022.

Organisation Development

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Microsoft 365 Programme	Roll out of M365 software across the council	<p>The Organisational Development team are working alongside the IT and Digital team in supporting different elements of the M365 programme. This includes:</p> <ul style="list-style-type: none">• Completion of a training plan (commencing in June) for those colleagues who have been through the M365 room and had their laptops upgraded. The initial round of training will consist of three sessions which colleagues can book on to focusing on time saving tips in using existing tools such as Microsoft Teams:<ol style="list-style-type: none">1. Introduction to the Cloud; an overview to M365 and office.com – a great course for those that feel they need to understand more about how it comes together.2. Managing Personal Files; insights into using your personal storage space, OneDrive – accessing it off any device, co-authoring and maintaining a single version of the truth.3. Top Tips to Boosting your Productivity; demonstrating our top 8-10 functions that we believe improve how people currently work today, for example, the use of FindTime for booking meetings.• Supporting the development and role of the Digital Champions with planning in place for regular champions engagement sessions. A group of Digital Champions will support with trialing and providing feedback on the initial training sessions and ensuring that the content is pitched at the right level to support understanding for those who are less digitally confident, as well as those who are keen to learn and find out more.• We have also taken a T Level student from Trafford College to support with our work transferring data from our existing intranet sites to SharePoint alongside other IT development work in the team.

Organisation Development

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<p>Social Work Development</p> <p>Children and Adult services</p>	<p>Assessed and Supported Year in Employment (ASYE)</p> <p>Student placements</p> <p>Social worker degree apprenticeship</p> <p>Step Up to social work</p>	<ul style="list-style-type: none"> • We continue to offer a programme of support and assessment to our newly qualified social workers in their first year, this involves a protected caseload, additional 1:1 supervision and assessment against the Knowledge and Skills Statements • 13 NQSWs in Children’s Services; 7 NQSWs in Adult Services • Facilitated learning sets 6 weekly in Adults and Children’s services to develop knowledge and skills • 6 weekly case reflective sets for NQSWs in Children’s services • ASYE Assessor support group meeting quarterly • 17 social work placements this academic year (8 adults, 9 children’s) • Experienced Social workers are supported to train to be practice educators, to facilitate and assess social work students on their final placements and complete PE CPD associated with this role • 30 month programme for staff in children and adult services to train to be social workers in partnership with Manchester Metropolitan University, via the apprenticeship route (using the levy). • Cohort 1 (2019-2021) 4 staff qualified via this route in Sept 2021 • Cohort 2 (2020-2023) 6 staff members mid-way through their degree programme, while working full time • Cohort 3 (2021-2024) 5 staff members have started the programme and enjoying this great learning opportunity • 3 students have joined Trafford from the GM Step Up to social work partnership. This is a fast track post graduate social work training, which is completed in 15 months.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Social Work Development</p> <p>Children and Adult Social Care</p> <p>Adults</p>	<p>Training</p> <p>Trafford Learning Academy: Schools and Colleges Engagement programme</p> <p>Career aspirations support</p>	<ul style="list-style-type: none"> • Regular programme of essential and mandatory training courses for adult's and children's social workers and social care staff. • Strengthening Practice continue with their large scale training programme across all areas of Early help and Children's social care, currently focussing on assessment skills. • Research in Practice supports all social work and social care staff with evidence informed practice via a host of online resources and events. • Developing a work experience database for school students identifying secondary schools per locality and the neighbouring social care services. Inviting services to offer work experience and follow up conversation post experience for students to gauge interest in ASC. • School leaver apprenticeship offer for 2 not 3 apprentices. Advert to go out on greater jobs summer 2022 for start in September 2022. • Provide 1:1 support to workers regarding career aspirations. • Facilitating Research in Practice learning sets for SW and non SW qualified ASC workers who have an aspiration to become a SW.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Annual Pay Award 2021/22	Negotiations for this year's pay award were protracted - for most staff groups it was finally agreed late February.	<ul style="list-style-type: none"> • Keeping abreast of national negotiations. • With ballots for Industrial Action from two unions, prepared for the possibility of a strike – however no mandate for strike action from our main union. • Working with GMSS to ensure that uplifts correctly implemented in April pay for staff on: NJC; Soulbury, and; JNC for Chief Officers. • Communicating with staff.
Gender Pay Gap reporting	Statutory requirement to publish our GPG by end of March based on pay data from the previous March.	<ul style="list-style-type: none"> • Hourly rate for all staff in scope calculated in line with the national guidance. • Headline median and mean GPG figures calculated for our statutory reporting requirements and gaps calculated for various other cohorts to help us to understand what is contributing to our GPG. • Analysis of all the data to explore any issues and consider actions to reduce the gap. • The Equalities Steering group and Working group to consider the report and measures to add to the Equalities Action Plan. • Trafford Council's overall mean pay gap is 8.14% and the median is 10.77%, both in favour of male employees. The figures for 2020 were a mean pay gap of 9.75% and a median pay gap of 15.46%. We have seen a positive change in our pay gap and particularly so in terms of the median figure.
Service Redesign Policy	Full review of our organisational change framework and guidance	<ul style="list-style-type: none"> • Research and benchmarking. • Reviewed in line with best practice and legislation. • Policy produced which clearly outlines the end-to end process and the roles and responsibilities of key stakeholders in the process. • Paper taken to Corporate Leadership for sign-off. • Intranet pages created providing guidance on the Service Redesign approval process and planning and implementing Service Redesigns.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Covid Guidance	Following the removal of restrictions and the move to living with COVID our COVID related policies and guidance were reviewed and updated.	<ul style="list-style-type: none">• Reviewed the workplace implications of living with COVID.• Paper went to CLT.• Updated policy position and guidance agreed.• Updated guidance published on the intranet and communicated to both managers and staff.
Occupational Health SLA for Schools	Schools have the option to access the Council's occupational health provider through purchasing the Occupational Health SLA.	<ul style="list-style-type: none">• Analysis of income generated and cost of delivery completed.• Based on this the cost to schools per employee was determined.• SLA set up on Trafford Services for Schools purchasing platform.• Communicate the SLA to schools.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
<p>New Additional Voluntary Contribution (AVC) pension benefit salary sacrifice.</p>	<p>Introduce and implement a shared Cost Additional Voluntary Contribution scheme for staff who are a member of the Local Government Pension Scheme (LGPS). Enabling savings alongside the main pension scheme, helping staff enjoy a more comfortable retirement.</p> <p>The pension benefit is offered through a salary sacrifice arrangement which means that you make tax and National Insurance savings on the amount that goes into this additional pension pot. For example, if you are a basic rate tax payer and you put £100 in your scheme each month, the net cost to you from your take home pay is only £66.88.</p> <p>We are working with AVC Wise who, as experts in this field, will be responsible for managing and administering this new benefit for the Council.</p>	<ul style="list-style-type: none"> • Procurement exercise undertaken • Contract issued and accepted in March. • Identified current AVC members and exclusions. • Sent introductory note to current AVC and GMPF members. • Presentations held for staff during April/May (Teams). • Reviewed and signed off template scheme documents for the intranet site. • New payroll element set up by GMSS. • Payroll deductions applied in June pay for those who have signed up. • Continued promotion of the new benefit.

HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Employee Relations	Providing professional employment law advice on a wide range of employment issues, for a wide range of customers.	<ul style="list-style-type: none">• Responding to, and supporting Managers in addressing complex employment matters.• Co-ordination of service redesign and TUPE activity.• Effective risk assessment and progression of employment matters.• HR advice and support to Chair/Members at formal Hearings and Appeals.• Regular liaison with Trade Union colleagues to identify and resolve issues at an early stage.• Engagement / liaison with ACAS and the Employment Tribunal, as appropriate.
Development / Enhancements		<ul style="list-style-type: none">• Support with the development of Manager Guidance and Policy.• Support in development of Manager training in specific HR matters, to give managers the skills and confidence to appropriately address employee relations activity.• Continuous improvement and review of internal HR processes to ensure clarity, efficiency and accuracy.

HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
HR Service Level Agreements	HR SLA's for Sept 22 - Aug 23	<ul style="list-style-type: none"> • Publication of 2022 /2023 SLA delivery. • Completion of SLA for CCG. • Exploration and exploitation of new business opportunities.
Training	HR Updates	<ul style="list-style-type: none"> • Continuation of termly breakfast briefings for senior leaders in schools. • Co-development and delivery of rolling programme of briefing sessions to Managers on key / core HR themes.
Traded Services (Schools)	HR Service Delivery	<ul style="list-style-type: none"> • Programme of review of all schools' policies, ensuring finalised documents and guidance is published on TSE website. • Continued engagement with legal and recognised Trade Unions representatives to review terms of reference and attendance of JNC meetings and Schools Panel meetings.

HR Operations Team

People Workstream Area	Work Overview	Key Outcomes / Deliverables
HR Service Delivery: Large Redesign Projects	Children's Service Redesign	<ul style="list-style-type: none"> • Phase 2 Redesign programme underway, which focuses on two service areas: No Wrong Door (NWD) and Early Help. <ul style="list-style-type: none"> a) NWD consultation completed, implementation phase underway. b) Planning for Early Years consultation underway, anticipated implementation date Autumn 2022.
	CCG TUPE-Out to ICS	<ul style="list-style-type: none"> • Continued support to the CCG with the safe transfer of people into the Integrated Care System (ICS). • Transfer Date on track for 01 July 2022. • Continued Trafford representation on the GM Human Resources Delivery Group which includes HR representatives from the 12 sender organisations. The purpose of the group is work collectively and collaboratively delivering the HR work plan to support the ICS safe transition and to support the establishment of the new ICS statutory body. • Currently on track in the delivery of the HR elements ICS Programme Plan and are working collaboratively with colleagues from MHCC to share resources, approach and best practice.

Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Resource Hub/BAU: Recruitment	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> • Continue to monitor the resources funded via the COVID contain grant post March 22. Also undertaken a review of lessons learnt to identify any further improvements that we can put in place in Resourcing • In the last 12 months (June 21/22) we have recruited 467 new starters of which 169 were internal (36.2%). • We are currently recruiting to c184 vacancies (excl. OSfE). • We supported the Council with the resourcing for the elections count on 06 May 2022 recruiting in excess of 220 volunteers including Count Supervisors, Counters and Receipt volunteers. • Supported the recruitment of internal staff resources to help deliver the schools weigh in programme. • Supporting the recruitment of additional internal resources to work with the Ukrainian Project Teams who are supporting Ukrainian families and individuals coming into Trafford. To date the resources include: 2 x Admin & Data Processors & 1 x additional FTE is currently being recruited, 1 x Project Co-Ordinator, ESOL Assessors (via agency), 1 x Tenancy Support Officer (agency) and 1 x School Admissions Officer currently being recruited to. • Continuing to support Adults to develop a recruitment & retention strategy including a directorate wide recruitment drive/campaign, the development of a more joined up and co-ordinated approach to advertising their vacancies across the service. The service is looking to engage an external partner to deliver a recruitment campaign which will connect to the Social Worker community and help raise the profile of Trafford Council – with the aim of reducing temporary staffing costs and recruiting to more permanent & stabled workforce. • Adults have been working with MFT to scope out 4 x Neighbourhood Strategic Leads aligned to neighbourhoods – we are supporting the recruitment to these roles. 2 x Adults roles will be advertised internally in the first instance. • Supporting Adults with their Service Manager recruitment. • Supported a number of café events out in the community to promote careers in Adult Social care. • Provider Services – we supported/developed several social media campaigns to promote Support Worker opportunities and CVs are still coming into the Resource Hub. This has not only helped reduce agency spend but contributed to a more stable permanent workforce.

Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Resource Hub/BAU: Recruitment Cont.	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> • Rolling out our new Application Tracking System across the Council which will improve the overall recruitment experience for candidates and managers and continuing to identify and make other improvements within the resourcing function e.g. there is now a dedicated resource lead/point of contact for each Directorate. • Exploring the potential of a digital on-boarding module which will streamline administration, help build a consistent brand & engaging experience for every new starter – reducing time & costs. The digital pre-boarding will create a consistent, reliable & friendly culture & insight into our EPIC values. Meeting with Midland for a walk through the on-boarding system 24/6. • Worked closely with GM colleagues to make further improvements to the Greater Jobs website based on feedback from users, which will improve their experience e.g. when users click apply it will take them straight to the application rather than to the advert link, taking out an extra stage in the process. The changes went live in April. • Work ongoing on position reference numbers & Business Case project to improve the processes and ensure an efficient and simplified process going forward. • Continuing to support the delivery of Values Based Recruitment Training – we deliver one session each month which have been well attended and feedback had been really positive in particular the section on unconscious bias. • Our IT & Digital service are facing significant challenges recruiting to a number of priority roles due to the limited pool of IT & digital talent across the industry and competing higher pay rates in the private sector. Recruitment are supporting them to identify a number of options and one of these is to engage an external IT specialist recruitment company to work in partnership with to help recruit to these roles – initially 8 roles have been identified. • Continuing to support Children’s with their recruitment and retention strategy. A member of the Recruitment Team meets with the Strategic Lead for Practice Improvement & Learning twice weekly to review permanent and agency recruitment. • Working with Children’s & Communications to develop recruitment campaign and strategy to replace the Tripod campaign. • Supporting OSfE with their recruitment challenges and reviewing options to support recruitment and retention.

Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Kick-Start	Supporting 16-24 year olds to gain meaningful high quality placements and job opportunities	<ul style="list-style-type: none"> • We recruited 14 young people to our final cohort 3 and this included 1 external placement. Cohort 3 continued their wrap around support sessions with the OD team. Each young person received a 121 session with the OD team to discuss the first part of their placement and their aspirations after the placements ends. • One of the young people from cohort 3 has already secured a temporary band 3 role with the Council until end of March 2023 and another one has secured a permanent career graded role in Registrars. A 2nd vacancy in Registrars will also be considered for our remaining Kickstarters to apply for. One of our schools has a Kickstarter on placement with them and wants to offer them an apprenticeship. We have a band 3 opportunity in the Ukrainian Project Team that they are being considered for. We will continue to support them to apply for any suitable vacancies prior to the end of their placement.
Apprenticeships and Work Placements	Supporting and developing skills and opportunities to colleagues in Trafford.	<ul style="list-style-type: none"> • We have 7 existing employees enrolled on our 2nd Cohort - Leap into Leadership Apprenticeship. • Social worker apprentices: Our second cohort of 5 apprentices across children's and adult services are starting their placements in statutory teams, to enable them to be ready for their End Point Assessments early next year. The 3rd cohort have started their second year and are looking to undertake 10 days contrasting learning in the next few months to broaden their experience and knowledge of services outside their substantive post service. • Adults are creating 2 x Adult Social Care apprenticeships aimed at school leavers (Pilot) – looking for them to start in September. • ICT are creating 3 x ICT & Digital apprenticeships: 1 x Level 3 Azure Cloud Support Specialist and 2 x Level 4 – Software Engineer and a Development Ops Engineer. • One of our former Kickstarter's who secured a permanent role in STAR Procurement is going to be undertaking a Level 4 CIPS Apprenticeship. • Creating a Level 3 Digital apprenticeship in the Inclusive Economies Team to support the employment and skills agenda.

Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Apprenticeships and Work Placements cont.</p> <p>Apprenticeship Levy Transfers</p>	<p>Supporting 16-24 year olds to gain meaningful high quality placements and job opportunities</p> <p>Help maximise the levy spend and support businesses in Trafford to take on an apprentice</p>	<ul style="list-style-type: none"> • Work experience requests started to come in for placements in June/July 2022. These could possibly have been accommodated with 3 young people going on placement in the Election Team and also spending time with the Leaders Political Assistant. A planned refresh of the council's work experience offer is planned for Summer 2022. • The 2nd cohort of students from Loreto College started their placements. This includes a week of training delivered by Access Trafford. • To date we are funding 7 Trafford businesses via our levy transfer process which includes 12 Trafford residents undertaking an apprenticeship including 6 x Adult Social Care Apprenticeships and 1 x Early Years.
<p>T-Levels</p>	<p>Support meaningful 45 day placements for Trafford College T-level Students.</p>	<ul style="list-style-type: none"> • The first review for our pilot T-level student from Trafford College took place. Both parties agree the placement is going well and the young person is benefiting from work experience but also increasing their confidence. The pilot placement has been nominated for a partnership award at the Trafford College Awards which took place in late May 2022. An additional placement is being planned for the communications team starting in June 2022.