



TRAFFORD  
COUNCIL



## Employment Committee

People Update

20 February 2023

# Health and Safety

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Safe and healthy buildings and services</b>	Your Safety, Your Wellbeing Health and Safety Initiative	<p>This internal safety and wellbeing initiative was launched at the start of 2023 to refocus and engage with services on the fundamentals of safety and wellbeing, and ensure that colleagues continue to safely finish their working day, every day.</p> <p>The vision of the initiative links clearly with our Trafford Council People Strategy and EPIC Values in providing <i>‘An EPIC positive and supportive health and safety culture with thriving employees who are happy, safe and healthy at work. Sensible health and safety management is integrated in all that we do.’</i></p> <p>The initiative includes:</p> <ul style="list-style-type: none"> <li>• A dedicated intranet resource page with bite size guides.</li> <li>• Monthly communications on key risk and wellbeing issues.</li> <li>• ‘Team focus’ on certain teams to show why safety and wellbeing are an integral part of service delivery.</li> <li>• A targeted service monitoring and audit programme.</li> </ul>
	Managing volatile incidents in our buildings	<p>The review of security measures continues at Trafford Town Hale and Sale Waterside to improve the safety and wellbeing of staff from volatile and aggressive behaviour displayed from visitors and service users. The Health and Safety Unit, Estates Team, FM providers and emergency planning colleagues have progressed the following:</p> <ul style="list-style-type: none"> <li>• Improved security staffing arrangements including increased presence, strengthened standard operating procedures, improved communication arrangements and incident recording processes. Communications have also introduced our security teams to staff.</li> <li>• Improved visitor arrangements are in place for signing visitors in and out and provision of visible visitor lanyards.</li> <li>• Incident response procedures are being finalised.</li> <li>• Physical security measures are being scoped and costed.</li> <li>• Awareness training is being identified for key roles and the general workforce.</li> </ul>

# Health and Safety

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<b>Safe and healthy buildings and services</b>	Service Health and Safety Audit and Support	<p>The Health and Safety Unit continue to support our services in ensuring adequate health and safety arrangements are in place. This has included:</p> <ul style="list-style-type: none"> <li>• Supporting the Council’s One Trafford Client Team with a joint audit of the One Trafford Waste and Recycling Service. A report with the summary of findings and action plan has been provided. Progress with the action plan will be monitored as part of One Trafford Health &amp; Safety Review meetings.</li> <li>• Providing advice and support to Bereavement Services. Health and safety arrangements at the crematorium and associated sites are being reviewed including risk assessment and premises management.</li> <li>• The ‘Your Safety, Your Wellbeing’ initiative will support our monitoring of health and safety performance across the Council.</li> </ul>
	Fire Support	<p>Fire measures and evacuation arrangements continue to be tested and reviewed at our office buildings.</p> <ul style="list-style-type: none"> <li>• Fire evacuation drills have been completed at Trafford Town Hall, Sale Waterside and a number of our libraries.</li> <li>• The Senior Health and Safety Advisor (Fire Lead) has also been providing fire arrangements and evacuation support through training at the Arts Centre and Supported Living Service.</li> <li>• A programme of fire risk assessments are being completed within our community schools.</li> <li>• HSU have been working with our 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. A revised programme of identified fire risk assessments is being completed for our Corporate Estate to ensure we maintain our legal duties under fire legislation.</li> </ul>

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Safe and healthy buildings and services	Sit-stand desks	<p>The initiative to provide sit/stand desk opportunities both Trafford Town Hall and Sale Waterside continues. These desks allow the user the option to work periodically sat down or comfortably in a standing position. There are a number of known wellbeing benefits to working in this way.</p> <p>Two styles of standing desk are now being trialled within the offices and with specific teams. We continue to consult with Service Leads and receive feedback on the best type of desk and locations for them to be installed.</p>
	Schools SLA	<p>Currently, 80 schools have purchased the Health and Safety SLA for 2022-23, including all our community schools. We are now delivering full on-site audits for all our schools and Fire Risk Assessments where needed as part of the SLA programme of support. The SLA provides:</p> <ul style="list-style-type: none"><li>• Full on-site management audits scheduled through the year.</li><li>• Schools have access to unlimited advice and guidance through our duty officer system, accident investigation support, and access to school specific guidance.</li><li>• All schools receive licences to access a range of health and safety online courses.</li><li>• In addition to our community schools and a variety of faith schools and academies receiving support, a large Trust is also being supported at 10 schools within and outside Trafford.</li></ul>

# Organisational Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Management &amp; Leadership Development</b>	<b>EPIC Manager Programme</b> Supporting Managers to be EPIC	<ul style="list-style-type: none"> <li>• We have made some small changes to the EPIC Check-in form and supporting notes which encourage discussions around the corporate priorities and directorate plans and includes a new journey to EPIC Learning and Development pathway. This highlights all the learning options available at Trafford. We are still requesting that formal Check-ins are completed as a minimum every 6 months and have issued communications accordingly.</li> <li>• We have now established our new waiting list for our EPIC manager workshops and are reviewing weekly the numbers who have expressed an interest. We have scheduled our first courses for November.</li> <li>• We have been promoting our EPIC Manager cohort programme and have confirmed Cohort 22 of the programme to commence in November.</li> </ul>
<b>Health &amp; Wellbeing</b>	Interventions	<ul style="list-style-type: none"> <li>• We continued our focus on financial wellbeing given cost of living pressures. We contributed to 2 Leaders Lets Talk sessions in October with a focus on financial wellbeing. During Talk Money Week (7-11th November) we delivered 2 lunch and learn sessions. One from the Money and Pension's Service and one from our Welfare Rights team.</li> <li>• We have been working with colleagues in our Health and Wellbeing Core Strategy Group and Equality, Diversity and Inclusion Steering Group to gather national, local and organisational data relating to health and wellbeing and EDI. The next step is to use this data to help populate our Diagnostic Tool to identify areas of strength and areas of focus regarding our current offer, with an action plan to be developed. This will be related to the corporate calendar of awareness events that we have developed together with colleagues in Public Health.</li> </ul>

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Health & Wellbeing	Mental Health Support	<p><b>Mental Health First Aid</b> The Council and CCG Mental Health First Aid Network continues to operate and run regular Tea &amp; Talk sessions to encourage colleagues to connect and talk about their wellbeing. The group recently supported Time to Talk Day on 2 February with stands at Trafford Town Hall and Sale Waterside to raise awareness of this campaign and encourage attendance at Tea &amp; Talk sessions arranged during the week.</p> <p><b>Mindful Mondays</b> John Newton from Childrens Services, who has completed mindfulness training, continues to run a monthly mindfulness drop-in session for staff. Feedback has been positive, with around 8 colleagues attending on average. John's work was recognised at the Time to Shine Awards as one of our worthy winners!</p>
Wellbeing	Promoting Active Travel	<ul style="list-style-type: none"> <li>▪ The Trafford Council Staff Active Travel Group continue to be active in encouraging and promoting active travel. The group have recently supported with proposing the introduction of a cycle mileage payment for colleagues who use cycling as a means of transport as part of their Council business.</li> <li>▪ The group have also liaised with CLT regarding the recent decision to reduce car parking charges for staff by 50% in response to the cost of living crisis, with the group suggesting alternative means to support staff with costs while encouraging active travel, including the introduction of pool e-bikes.</li> </ul>

# Organisational Development

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ED&I	Embedding ED&I into the learning offer at Trafford	<ul style="list-style-type: none"><li>• We continue to monitor the completion of the mandatory e-learning and report regularly to directorate leads to encourage completion.</li><li>• We continue to work with our <b>Equalities Officer</b> in consideration of the <b>training, communications and engagement plan</b> for the coming few years in line with the corporate priorities and equalities strategy. We have now presented the approach to our EPIC Pioneers and staff groups and are now completing the corporate calendar of events. We have also presented at the Equality Steering Group meeting with the approach.</li><li>• We have run our first <b>Deaf Awareness workshop</b> in January as part of our social contract with the provider for those who have expressed an interest through their Check-in development conversations. The feedback was really positive and as such we are now exploring further workshops and the possibility of BSL training via Trafford College.</li><li>• We have started rolling out domestic abuse awareness training for managers and colleagues at Trafford. The sessions are being delivered by <b>Trafford Domestic Abuse Services (TDAS)</b> and are in line with the launch of new <b>Domestic Abuse Policy</b>.</li><li>• We have developed a plan of activities for International Women's Day for 2023. The theme for this year is #embraceequity, with focus on gender and individual experiences and journeys. The plan has a series of communications and promotion of events and own event for colleagues to attend.</li></ul>

# Organisational Development

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Adult Services	<p>Development of engagement interventions</p> <p>Leadership Development</p>	<ul style="list-style-type: none"> <li>• We have supported the facilitation of the second of two 'Time to Shine' CQC preparation events which have helped leaders in the service understand more around the Quality Strategy and enabled them to complete a self-diagnostic against the CQC Key Lines of Enquiry, using CQC Assurance Themes as a guide. This has brought a greater understanding of where their strengths and areas for development are. These sessions have generated useful information, which will inform the creation of team quality improvement action plans. These plans will be further developed in another facilitated workshop, which will also enable directorate wide plans and actions for continuous improvement.</li> <li>• We also helped facilitate the latest staff forum group meeting in October which was a positive meeting of updates across the 6 workstreams they've identified.</li> <li>• Following a review of the <b>b-Heard engagement survey results</b> for the service as a whole we are now developing a leadership development programme extended to a wider range of leaders and managers in the service to support the team in managing through change. In total we've identified 58 leaders, managers and senior practitioners.</li> <li>• The programme will combine a series of workshops with additional learning resources, reflective practice and action learning sets</li> <li>• The core basis of the programme supports specific Adult Social Care requirements. For example in <b>CQC standards</b> around 'Well-led' and also aligns to the <b>Skills for Care leadership qualities framework</b></li> <li>• The programme is scheduled to start in February and will run for approximately 9 months.</li> </ul>



# Organisational Development

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<b>Member Development</b>	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> <li>• The Member Development Steering group have been involved in evaluating the 2022 induction for new members. Utilising new member feedback, an induction plan has been created to refresh Trafford’s induction offer ready for May 2023.</li> <li>• Steps are underway to select a new chair for the Member Development Steering group.</li> <li>• Voter ID training is being develop for members so they are able to best advise potential voter while out canvassing the new changes for them.</li> </ul>
<b>Engagement</b>	b-Heard Survey and Engagement work.	<ul style="list-style-type: none"> <li>• We have now distributed all the <b>b-Heard survey results</b> and action planning packs to teams within each directorate.</li> <li>• In total we have delivered 4 <b>workshops</b> to managers to help them interpret their results and develop their action planning responses.</li> <li>• We have also followed up specifically with Adult and Children’s Services DMT’s to reflect on certain elements of their results and highlight their SWOT analysis to generate discussions and planning. With these services we’ll be looking at how we maybe able to survey agency and contract colleagues for the next survey.</li> <li>• We are now preparing both a response on our intranet pages to the results at corporate level of each of the 8 factors of engagement and also a plan to be shared at CLT on engagement work in progress or planned for 2023.</li> <li>• Our EPIC Pioneers have met with their new corporate sponsor, Sara Todd Chief Executive of Trafford. Work Streams have been identified for the group, who will work closely with their sponsor to deliver on some key engagement opportunities.</li> </ul>

# Organisational Development

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<p><b>Reward and Recognition</b></p>	<p>Reward and Recognition schemes</p>	<ul style="list-style-type: none"> <li>• Our Time to Shine Awards took place on 2 February. 10 awards were presented to colleagues and teams across different categories reflecting our corporate priorities and EPIC values. 15 colleagues were also presented with awards in recognition of 25 years' service with the Council. Feedback from colleagues about the event has been very positive. Of 71 feedback forms completed, 76% rated the event as 'excellent' and the remaining 24% rated it as 'good'. Colleagues praised the atmosphere, varied agenda, music, catering and the opportunity to connect and celebrate achievements. There were also a few points of constructive feedback that we will consider for future events.</li> </ul>
<p><b>Personal Development</b></p>	<p><b>Coaching provision At Trafford</b> Supporting colleagues to develop and grow.</p> <p><b>Mentoring support for Trafford College Students</b></p> <p><b>Mentoring support at UA92</b></p>	<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 coaching offer for managers and colleagues.</li> <li>• Our pool of qualified coaches will then support us to coach colleagues with their personal and professional development.</li> <li>• Two Coaches have completed their coaching apprenticeship and are now qualified.</li> <li>• We currently have 8 colleagues undertaking this apprenticeship and 18 colleagues undertaking a coaching relationship with a qualifying coach, this includes 12 (LEAP attendees).</li> <li>• Following a series of meetings with Trafford College the scheme is planned to launch in September 2022.</li> <li>• 3 members of the Leadership team in IT and Digital have agreed to mentor students for a period of 8 months as part of their degree programme at UA92.</li> </ul>

# Organisational Development

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<b>Microsoft 365 Programme</b>	Roll out of M365 software across the council	We were asked to pause with our work supporting the workforce through the adoption of M365 over the winter, as discussions were held between ICT and the contractors to revisit the project objectives and timescales. This work is now re-ignited with plans to promote and recruit more digital champions to support with the roll out of MS365.
<b>Digital learning and learning management systems.</b>	Procurement of new eLearning system with greater functions currently on offer.	<ul style="list-style-type: none"><li>• We are part of a wider GM eLearning contract with 9 other LAs, which expire March 2024. Activity is underway now to consolidate requirements for procurement. Trafford's ambition is to have an 'all in one system' for eLearning and other learning event bookings. This means learners will have access to their training records in one place.</li><li>• We've identified that Trafford would like a 'live' system, which means potentially a system can draw data from our HR Itrent system and identify, leavers and movers, including line managers giving line managers more autonomy over managing their teams learning.</li></ul>

# Organisational Development

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<p><b>Social Work Development</b></p> <p><b>Children and adult services</b></p>	<p>Assessed and Supported Year in Employment</p> <p>Career progression</p> <p><b>Pre-qualifying support:</b> Student placements</p> <p>Social worker degree apprenticeship</p>	<ul style="list-style-type: none"> <li>• 15 NQSWs in Children’s Services and 9 NQSWs in adult services on the ASYE, where they are supported and assessed against the Knowledge and Skills Statement / Post Qualifying Standards in their first year in practice.</li> <li>• 3 social workers have successfully complete the first part of their career progression, from band 7 to band 8. This involves the social workers attending and passing a university Consolidation module and preparing a portfolio for the panel. In the portfolio and panel discussion, they evidence their work and development against the Experienced Social Worker level of the Professional Capabilities Framework (PCF) for social workers.</li> <li>• There are 18 students on placement across Adults and Childrens services this academic year. We support students to apply for social work vacancies, once there placements have been successfully completed.</li> <li>• Cohort 4 (September 2023-2026) sees 7 new social worker apprentices being supported to qualify as social workers while staying in substantive posts in adult and children’s services. They attend Manchester Metropolitan University for the academic aspect of the degree, while completing practice learning and development in their substantive posts and in other teams in the authority.</li> <li>• Cohort 3 (2021-2024) has 5 staff members, who are about to start their final year of the degree, which includes a 60 day placement in a different statutory team.</li> <li>• Cohort 2 (2020-2023) are within their End Point Assessment period, due to complete their degree in March and move to social work posts, upon successful completion.</li> </ul>

# Organisational Development

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<b>Children and adult services</b>	<p>Step Up to social work</p> <p>Frontline</p> <p>Roll out of care certificate and review of eLearning for provider services in adult services</p>	<p>3 students on this fast-track training programme placed in Trafford, are coming to the end of their final placements in children’s services. 2 of these students have been successful at interview and are due to start in their social work posts upon successful registration with Social Work England in March 2023.</p> <p>One unit of 4 students are currently on the 12 month fast track Frontline programme in Children’s services</p> <ul style="list-style-type: none"> <li>• We are supporting provider services with refreshing their mandatory eLearning offer and rolling out the Care Certificate as their induction standards for all colleagues.</li> <li>• This also includes more autonomy for the managers and senior support workers to be set up in Me-leraning as appraisees, so they can monitor compliance with mandatory course</li> </ul>

# Organisational Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p><b>Social Work Development</b></p> <p><b>Children and Adult Social Care</b></p>	<p>Continuing Professional Development (CPD)</p> <p><b>Trafford Learning Academy:</b> Schools and Colleges Engagement programme</p> <p>Career aspirations support</p>	<ul style="list-style-type: none"> <li>• An essential training offer is delivered across children and adult services including: Self-Neglect and Hoarding, Safeguarding adults: S42 Enquiries, the Mental Capacity Act in Practice, Social Care, Legal limits: understanding CHC funding from an adult social care, Introduction to Autism for health and social care and Assessing the needs of adults with autism, Attachment: theory and practise, Advanced attachment, Child development, Life story Children, Life story Teens and Mental health and young people, Case Recording and Report Writing and Equality and Diversity in children and adult services</li> <li>• Strengthening Practice continue the large scale training programme across all areas of Early help and Children's social care.</li> <li>• Research in Practice is commissioned for all staff, which is a web-based resource supporting evidence informed social work practice with training, tools and research briefings available.</li> <li>• 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 Adult Social Care ASC.</li> <li>• School leaver apprenticeship offer for 2 apprentices.</li> <li>• Provide 1:1 support to workers regarding career aspirations.</li> <li>• Facilitating Research in Practice learning sets for SW and non SW qualified ASC workers who have an aspiration to become a SW.</li> </ul>

# Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Pay awards 2022/2023	The pay awards for the following have been agreed: NJC (bands 1 to 12 and SM4); JNC Chief Officers (SM2 and SM3), Youth and Community, Chief Executive and; teachers.	<ul style="list-style-type: none"> <li>• Worked with GMSS to ensure the uplifts applied to payroll correctly and back-pay applied (November for the first two groups and December for the latter).</li> <li>• Communications went to schools to ensure they were aware and communications for staff within the Council.</li> <li>• Agreement reached that we apply the additional day of leave to NJC and JNC staff.</li> <li>• Pay scales updated on the intranet.</li> <li>• Await agreements for the remaining groups (Soulbury) and implement/communicate when ready.</li> </ul>
Secondment policy	Develop a formal policy to support our services when they are putting a secondment arrangement in place.	<ul style="list-style-type: none"> <li>• Research and benchmarking.</li> <li>• Policy developed with secondment agreement.</li> <li>• Input from our unions.</li> <li>• Finalise policy.</li> <li>• Develop intranet pages and supporting documents.</li> <li>• Communications for managers.</li> <li>• Work with GMSS regarding the recording of secondments in ITrent is in line with the policy and process.</li> </ul>
Eyecare provider review	The Council has a responsibility under H&S legislation to provide free eye tests for regular VDU users. The current provider has changed their model to one which is less favourable.	<ul style="list-style-type: none"> <li>• Research providers.</li> <li>• Options appraisal</li> <li>• Report produced for CLT with a recommended option.</li> <li>• Procurement sign-off achieved</li> <li>• Worked with GMSS and the provider to implement the new scheme.</li> </ul>

# Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
GMB Domestic Abuse Charter	The Council committed to signing up to this to show our commitment to support staff who are experiencing domestic abuse.	<ul style="list-style-type: none"> <li>• Training sessions for Mental Health First Aiders held so they have better awareness of the issues and can be a point of contact for staff who want to speak up.</li> <li>• Updated the Domestic Abuse Partnership Board regarding the plans.</li> <li>• New policy has been signed off by Employment Committee and launched.</li> <li>• Awareness-raising sessions for managers have been held.</li> <li>• Promotion of e-learning course for staff and general awareness raising.</li> <li>• Signed up to the Charter.</li> </ul>
Model Pay Policy for Schools	Each year when the School Teachers Pay and Conditions Document is updated – further to their pay award being agreed, the Council drafts a Model Pay Policy which schools can choose to adopt. This details the pay for teachers, allowances, pay progression etc.	<ul style="list-style-type: none"> <li>• Submitted a response to the consultation on the pay award for 2022/23 on behalf of schools early September.</li> <li>• Amended the MPP from 2021 to reflect the changes.</li> <li>• Consulted with the Teachers and Support Staff Unions.</li> <li>• Amended further to the feedback.</li> <li>• Uploaded to the Trafford Services for Education (TSE site) so that schools who buy the HR Consultancy Service can access it.</li> <li>• Fed back to the unions regarding each point they raised as part of consultation.</li> </ul>
<b>Schools Trade Union SLA for 2023/24</b>	We offer our schools access to both teaching and support staff Trade Union reps through an SLA and also de-delegation arrangements for those covered by the Funding Forum	<ul style="list-style-type: none"> <li>• Based on the Trade Union costs and level of ‘buy-back’ and SLA purchase in the current financial year, worked out a cost per pupil for each of Unison and Teachers Trade Union support.</li> <li>• Took the proposal to the schools Funding Forum meeting – decision taken to ‘buy-back’ this service.</li> <li>• Set up SLA on the Trafford Services for Education purchasing platform.</li> <li>• Communicate the SLA and encourage purchase.</li> </ul>



# HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
<b>Employee Relations</b>	Providing professional employment law advice on a wide range of employment issues, for a wide range of customers.	<ul style="list-style-type: none"> <li>• Responding to, and supporting Managers in addressing complex employment matters.</li> <li>• Co-ordination of service redesign and TUPE activity.</li> <li>• Effective risk analysis and progression of employment matters.</li> <li>• HR advice and support to Chair/Members at formal Hearings and Appeals.</li> <li>• Regular liaison with Trade Union colleagues to identify and resolve issues at an early stage.</li> <li>• Engagement / liaison with ACAS and the Employment Tribunal, as appropriate.</li> <li>• Engagement with trades unions regarding facilities time</li> </ul>
<b>HR Service Delivery: Large Redesign Projects</b>	Children's Service Redesign	<ul style="list-style-type: none"> <li>• Continuing to provide dedicated HR support to Children's Services in the implementation of their transformational redesign programme, including consultation with trade unions and staff.</li> </ul>
	Highways, Transport & Environment	<ul style="list-style-type: none"> <li>• New structure successfully implemented on 1 November 2022</li> <li>• Supporting the service in recruiting to vacant posts</li> </ul>

# HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
<b>Traded Services: HR Service Level Agreements</b>	HR SLA's for Sept 22 - – Aug 23	<ul style="list-style-type: none"> <li>• Continued delivery of HR Consultancy SLA to customers (including schools and private businesses)</li> <li>• Exploration and exploitation of new business opportunities</li> <li>• Programme of review of all schools' policies, ensuring finalised documents and guidance is published on TSE website.</li> <li>• Continued engagement with legal and recognised Trade Unions representatives to review terms of reference and attendance of Schools JNC meetings and Schools Panel meetings.</li> </ul>
<b>Training &amp; Development</b>	Upskilling of Managers / Senior Leaders	<ul style="list-style-type: none"> <li>• Support with the development of Manager Guidance and Policy.</li> <li>• Delivery of 2 x Member development sessions re: Employment Appeals - January 2023</li> <li>• Continuation of termly breakfast briefings for senior leaders in schools x 2 March 2023 Investigation training and fixed term contracts,</li> <li>• Co-development and delivery of rolling programme of Manager training on key / core HR themes to give managers the skills and confidence to appropriately address employee relations activity, including attendance, conducting investigations, fixed term contracts, service redesign.</li> <li>• Co-development of Strike Action guidance and and delivery of briefing sessions to Council Managers and Headteachers/Senior Leaders in schools – January 2023</li> <li>• HR update delivered to Primary Headteacher Conference – February 2023</li> <li>• Continuous improvement and review of internal HR processes to ensure clarity, efficiency and accuracy.</li> </ul>

# Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Resourcing	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> <li>• 544 vacancies have been appointed to in the last 12 months . 43% were internal appointments.</li> <li>• Work is well underway to develop our own Resourcing Services Intranet pages.</li> <li>• Went live with our customer satisfaction survey to gain feedback to support improvements within the Resourcing Service.</li> <li>• The assessment centre of the Corporate Director, Adults &amp; Well-being took place and Nathan Atkinson commenced employment in January 2023.</li> <li>• Several senior roles in Adults have also been successfully recruited to (Principal Social Worker, Strategic Leads for Neighbourhoods and Strategic Lead for Quality and Governance)</li> <li>• Progressing with the iTrent onboarding module to improve the onboarding experience for our new starters.</li> <li>• Work is ongoing with workforce strategy &amp; GMSS to review the vacancy clearance and establishment management to improve the processes and ensure an efficient and simplified process going forward.</li> <li>• We are now rolling out our Application Tracking System across the Council which will improve the overall recruitment experience for candidates and managers and we are continuing to identify and make other improvements within the resourcing function.</li> <li>• The GM Collaboration group are preparing to re-procure for a new e-recruitment system as the current contract ends in August 2024. Suppliers have been asked to complete a questionnaire detailing their system. These have been scored and 8 suppliers have been invite to present to the GM group om 6 and 7 December 2022.</li> <li>• The GM Collaboration group are currently out to tender for an Electronic DBS (disclosure and barring service) system to replace the current system when the contract ends.</li> <li>• Recruitment participated in a careers fair at Manchester United in October 2022 and at The Trafford Centre in January 2023 and there was lots of interest from people wanting to work at Trafford Council. We also supported Operational Services for Education recruitment events and an event for Ukraine newcomers. WE also supported a Careers Market Place event at Stretford High School in November 2022.</li> </ul>

# Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Resourcing Cont.	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"><li>• Continue to monitor the resources funded via the COVID contain grant until March 22.</li><li>• We have supported our IT &amp; Digital Service to on-board/engage 3 specialist IT recruitment companies to work in partnership with to help recruit to several priority roles which we have struggled to recruit to. 8 of these critical roles have already appointed to on a permanent basis including 2 Cyber Security Officers, UX Designer and CRM Project Manager.</li><li>• Working with Children's &amp; Communications to further develop their recruitment campaign and strategy.</li><li>• Supported Adults with the implementation of a recruitment &amp; 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 and more streamlined interview process.</li><li>• We are working closely with GMSS to improve processes and reduce any duplication of work.</li><li>• We continue to support the delivery of Values Based Recruitment Training</li></ul>

# Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Kick-Start</b>	Supporting 16-24 year olds to gain meaningful high quality placements and job opportunities	<ul style="list-style-type: none"> <li>▪ Over the course of the scheme we recruited to 27 placements, (26 internal and 1 external)</li> <li>▪ 24 of our placements have now come to an end with 13 of the young people going onto further employment with Trafford council and 3 going into ongoing external employment.</li> <li>▪ 1 kick-starter secured an internship with Deloitte.</li> </ul>
<b>Apprenticeships and Work Placements</b>	Supporting and developing skills and opportunities to colleagues in Trafford.	<ul style="list-style-type: none"> <li>▪ Internal – 16 new starters on a variety of apprenticeships since 1 April 2022, with 1 of these in schools.</li> <li>▪ We launched our Leap into Leadership Level 5 apprenticeship in October 2022, we are currently promoting the programme to staff.</li> <li>▪ Good Landlord scheme – 3-year trainee Housing enforcement Officer role in Place directorate – fully funded by GMCA. Includes 2-year apprenticeship at level 4- and 1-year level 5 course at Middlesex University.</li> <li>▪ 3 apprenticeships in IT and Digital – currently being recruited.</li> <li>▪ Digital Inclusion Apprenticeship in Inclusive Economics Team currently being recruited.</li> <li>▪ Trainee Quantity Surveyor apprenticeship in Estates and Developments Team currently being recruited. This is a 5 year career graded role.</li> <li>▪ We have a number of additional apprenticeships in progress with GMSS, Inclusive Economies and Trafford Schools.</li> </ul>

# Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p><b>Apprenticeships and Work Placements cont.</b></p> <p><b>Apprenticeship Levy Transfers</b></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"> <li>• We offered nearly 30 work experience placements to Trafford’s young people from June – Aug 2022 and a further 2 requests that we are trying to accommodate in Place and Legal and Governance for summer 2023.</li> <li>• A planned refresh of the council’s work experience offer is planned for Summer 2023.</li> <li>• To date we are funding 8 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.</li> </ul>
<p><b>Elections</b></p>	<p>Support the recruitment of staff for the postal votes/polling stations and the count</p>	<ul style="list-style-type: none"> <li>• We have processed all payments with GMSS colleagues, for those staff who supported the December by-election. colleagues will receive remuneration in their February pay.</li> <li>• We have completed a lessons learned session post December by-election to support the May 2023 elections.</li> <li>• Project meetings have started to support the resourcing and training requirements for the May 2023 elections and the team continues to meet regularly.</li> </ul>