



Employment Committee Update Report

HR Service

29th June 2020



Sickness absence Jan – June 2020

Stafford Council - staffing

164

members of staff
absent

117

full time
equivalents
absent

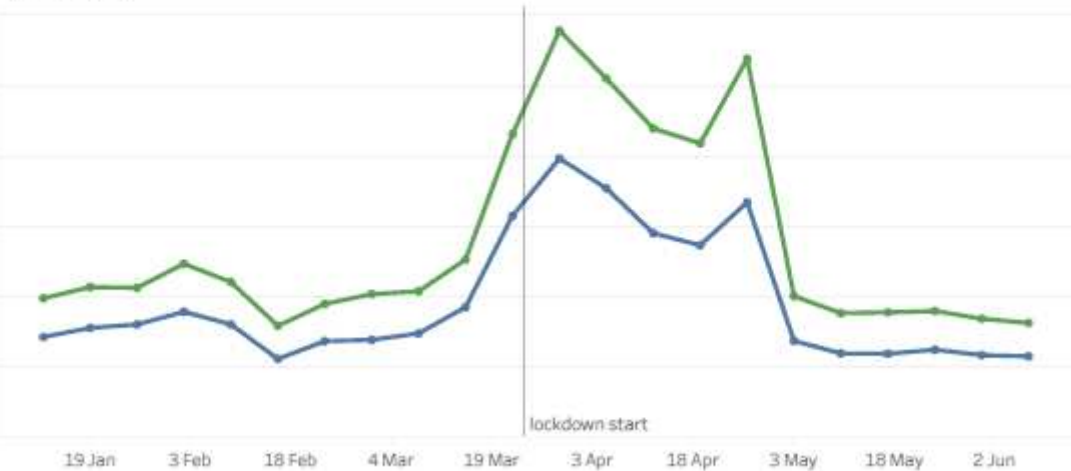
96.0%

of headcount
available to work

96.3%

of whole time
equivalents

Absence by week



Absence FTE
Absence Headcount

Absence FTE
Absence Headcount

Availability by week



Current availability by directorate

Directorates



Availability rates are for all staff within the directorate

Health, Safety & Well Being

Workstream	Work Overview	Key Outcomes / Deliverables
<p>COVID-19: Distribution of PPE to workers</p>	<p>The Trafford and Manchester Mutual Aid Hub is an emergency service based on the urgent supply of PPE equipment to ensure key workers have the protection they need to provide essential services and includes our Trafford Core and Commissioned Services.</p>	<p>The Hub continues to provide a contingency supply of PPE where services are unable to access stock through their usual supply routes or national supply lines. The hub project team consisting of Trafford and Manchester colleagues now has defined systems in place to:</p> <ul style="list-style-type: none"> • Analyse and track demand for PPE based on need and government guidance • Procure mutual aid stock levels • Manage the ordering and distribution of required PPE where it is needed on a next day delivery basis and weekend collection arrangement. • Provide guidance on the process and appropriate use of PPE <p>PPE where needed, continues to be pushed out to our Trafford Core Services. As the lockdown measures ease, close liaison with teams ensures that any PPE needs are met as services reopen within the community and to the public.</p> <p>Three million pieces of PPE have now been distributed via the Mutual Aid Hub since the start of the operation in March. The have gone to a wide variety of healthcare settings care homes and domiciliary care within Trafford.</p>
<p>COVID-19 / BAU: Moving and Handling Training Package – Temporary Manual Online Learning Resource</p>	<p>Moving and Handling training is an essential part of induction and mandatory training requirements within some of our Health and Social Care Services as staff are recruited or redeployed to support these services during the COVID-19 outbreak.</p>	<ul style="list-style-type: none"> • The Health and Safety Team continue to support this increased training need with the delivery of the online Moving and Handling Training and Support Package. • The system is now being used by staff in Ascot House, Care at Home and Supported Living Services providing effective additional training for existing and new staff. It includes online videos, safe systems of work and training tools The system is also being rolled out to our Trafford Transport Provision (TTCU). All staff are receiving tailored training records to monitor their competence in moving and handling tasks. • Socially distanced face to face manual handling training has also been provided to nearly 30 newly deployed staff at Ascot House to provide them with the additional support they require in their new roles.

Health, Safety & Well Being

Workstream	Work Overview	Key Outcomes / Deliverables
<p>COVID-19: Supporting our Trafford colleagues COVID</p>	<p>In line with Government Guidance, we ensure that those colleagues who can work from home continue to do so. Some key services will still need to operate from our office buildings..</p> <p>We therefore, have adopted a number of practical measures to ensure our buildings are and remain COVID secure.</p>	<p>A Workforce Re-integration Group provides a cross functional team to develop a safe process for return of staff. Health, Safety and Wellbeing underpins that process in line with Health and Safety Legislation and Government Guidelines.</p> <p>Sale Waterside and Trafford Town Hall have been subject to a COVID19 Buildings Risk Assessment to minimise the risk of infection and transmission of COVID 19. Practical measures include:</p> <ul style="list-style-type: none"> • We are currently managing the occupancy of our main buildings to 20% of our normal capacity • Social distancing arrangements in place through one way systems, restrictions on desk use and managing occupancy in kitchens, toilets and meeting rooms • Increased cleaning regimes and hand hygiene arrangements • Screens being installed at public facing areas <p>Guidance has been produced for managers and staff to inform of these arrangements</p> <p>A template COVID19 Building Risk Assessment has also been developed for Premises Managers to put into place arrangements at other buildings with the support of the Health and Safety Team. Work is currently underway to support the reopening of our Registrars Service and Libraries.</p>
<p>COVID-19: Manager Support and Advice</p>	<p>A framework of guidance has been developed to support Service Leads and Line Managers in putting into place the arrangements to mitigate the risks of COVID19 to their teams.</p>	<p>Managers and Heads of Service have a vital role in making sure that colleagues can work safely and their health and wellbeing is supported. #StayEPIC support has been developed including:</p> <ul style="list-style-type: none"> • Supporting working from home where possible and guidance to ensure this can be done comfortably • Risk Assessment templates and guidance in place for our buildings, delivery of our services and the individual assessments for staff at greater risk. • Wellbeing support including returning conversations, 'check in' and a range of wellbeing guidance for managing change, resilience and mental health and wellness <p>Information is being provided through dedicated Managers Guidance and intranet pages.</p>

Health, Safety and Wellbeing

Workstream	Work Overview	Key Outcomes / Deliverables
<p>COVID-19: Schools</p>	<p>Supporting the reopening of schools to further year groups in line with Government Guidance</p>	<p>School settings including our community schools have been supported in the in putting into place the arrangements for the safe return of staff and children to the classroom. Measures have included:</p> <ul style="list-style-type: none"> • The provision of a Schools overarching COVID19 risk assessment to identify and put into place the arrangements to protect staff and pupils from COVID19 related risks. • Participation in a multi-disciplinary Schools Panel consisting of representatives from HR, Health and Safety, Education, Public Health, and cleaning services to have oversight of the risk assessments being produced and offer any further support or guidance • The provision of Schools Guidance and individual risk assessment of persons at greater risk from COVID19 in line with government guidance evidenced based data
<p>COVID-19 :Test and</p>	<p>In support of the NHS Test and Trace Guidance, local arrangements are also being implemented to support our workforce in responding effectively to potential COVID19 symptoms to minimise the risk of transmission within the work environment.</p>	<p>Local arrangements in conjunction with Public Health are being implemented to support a swift response and assessment where employees may potentially be COVID symptomatic. These include:</p> <ul style="list-style-type: none"> • Self isolation and a referral for a test is followed • An assessment will be made of the working arrangements and any potential contacts in line with the building and service risk assessments • Communication to any close contacts to ensure strict social distancing and hygiene arrangements are adhered to • Identify any further steps to minimise the risk of transmission within the workplace setting.

Organisation Development

Workstream	Work Overview	Key Outcomes / Deliverables
L9 / BAU: Teams Support	Support with MS Teams Launch. The team have worked with our ICT Colleagues to support the launch and upskilling of colleagues and members to utilise MS Teams.	<ul style="list-style-type: none"> • Production of a “Quick Start How to Guide” alongside guides to support members and colleagues to Create a Team, Manage a team, Create Channels, Make Calls, Schedule Meetings. • Telephone support to ease pressure on ICT Services for colleagues and Members using teams has also been available.
L9: Volunteer Hubs	Creation of an online induction for those supporting in the volunteer hubs	<ul style="list-style-type: none"> • Co-ordinated and authored a bespoke e-learning course to support volunteers in their new roles, which covers an introduction to the role, the impact that volunteers will have within their new roles, alongside a brief introduction to safeguarding and infection control. • Created all accounts and issued the induction to all new volunteers. 310 accounts have been created to date. • Production of a progress report • Evaluate the programme and support with any technical issues that new volunteers experience.
L9: House Induction	Creation of a more streamlined induction to support to ease the pressure on managers.	<ul style="list-style-type: none"> • Working alongside colleagues we have streamlined the induction process for new starters (casual workers) joining Ascot House. • Full review of e-learning modules and policies that are critical to protect the Council and Residents working with key partners (Health and Safety, Information Governance) • Scoped out the timeline for completion. • Produced a welcome guide for all new starters, to introduce them to Trafford and their new role and outlined requirements of their induction. • Produced an updated Managers induction and New starter induction checklist. • Oversee process of day 1 induction (where new starters will complete some of the key corporate e-learning modules and policies) , ensuring all requirements are met before new colleagues join Ascot House. • Work alongside the virtual buddy to ensure that the process runs smoothly and is evolved from feedback
L9: EPIC Check-in	Continue to support managers with their check-in conversations .	<ul style="list-style-type: none"> • We have designed a virtual offer of our standard face to face EPIC Check in Course. • We have run 8 virtual manager sessions to date, upskilling 29 Managers in a virtual setting. • We have now launched our virtual all colleague sessions, delivering 2 workshops to date and a further 7 dates are planned

Organisation Development

Workstream	Work Overview	Key Outcomes / Deliverables
<p>Recognition & Recognition</p>	<p>Designed and launched an updated celebrating success scheme to recognise informally and formally all the EPIC work and efforts taking place across the council.</p>	<ul style="list-style-type: none"> • EPIC STARS - Built upon the current celebrating success scheme by launching our EPIC Star Awards to recognise colleagues across the council who have gone above and beyond in their current roles. The scheme opens up for nominations every month and Heads of Services choose their EPIC Star of the fortnight. Winners are presented to CLT and awarded with an award voucher, certificate and letter from Sara Todd to recognise their contributions. On the first round of submissions we have had 29 Nominations. From launching the scheme in mid April until the end of May we have had 113 nominations from across the Council. All nominees will be notified of their nominations and all winners will be celebrated in corporate communication. Winners will be fast tracked to the ERA nominations for EPIC STAR of the Year. • EPIC Cheers for Peers - To support, promote and encourage a culture of recognition and appreciation and to build connections amongst colleagues we have introduced a “Cheers for Peers” informal recognition scheme. The scheme allows colleagues and managers to say a simple thank you for making a difference via a virtual thank you card. Cards have been branded to the Trafford Logo and colours. From our launch on the 17 April to 31 May, a total of 447 “Cheers for Peers” have been sent to 364 individuals. • Branded campaign also designed to support the promotion of both schemes.
<p>Employee Support</p>	<p>Creation of a variety of “How To Guides” to support colleagues to remain healthy and productive in this new environment.</p>	<ul style="list-style-type: none"> • Designed and launched a new intranet page “Tools, Tips and Tricks to staying EPIC” that hosts a number of bespoke resources that have been designed by the team to support colleagues. These include: <ul style="list-style-type: none"> - Mental Health and Wellness Checklist - How to embrace working from home - How to be more comfortable with short term home working - Managers guide to leading virtual teams - Virtual learning guide to Building resilience - Virtual Learning guide to personal change. - Roundup of helpful resources
<p>Children's Services</p>	<p>Supporting Children’s Service in the managing ER cases</p>	<ul style="list-style-type: none"> • Working with HR Business Partners to write a proposal to support managers in Children’s services to build their knowledge, skills and confidence in the areas of Discipline and Grievance, more specifically around conduction fair investigations and report writing. • We have also designed a Values Based Recruitment Module to support managers to recruit in line with our EPIC Values for the forthcoming Social Worker recruitment campaign.

Organisation Development

Workstream	Work Overview	Key Outcomes / Deliverables
Let's Talk Leaders –	Designed and delivered virtual Leaders Let's Talk Take 5 Session.	<ul style="list-style-type: none"> • Let's Talk – Take 5- We supported the design and delivery of our first EPIC Leaders “Take 5 Virtual Live Event”. The virtual two hour session was delivered by CLT and Gatenby Sanderson and the live participants count peaked at 54 for leaders attendance. The session included key updates from the Chief Executive, Leader of the Council and CLT Members. A development session on “Building Resilience” was run by Gatenby Sanderson. • Let's Talk Leaders and Colleague Events – We have scheduled a further 3 Let's Talk Leader Sessions to be held via MS Teams during June (26th and 29th) and have scheduled X2 All Colleague Let's Talk sessions on the 13 and 14 July, which will also be delivered virtually to colleagues.
Pioneer Network	Reigniting the Pioneer Network in a virtual setting	<ul style="list-style-type: none"> • We re-ignited our Pioneer meetings in a virtual setting and run bi-weekly meetings for the Pioneers to feedback and to help inform some of the key people projects for example our Pioneers reviewed and feedback on the initial pulse survey questions to help shape the final survey. Future meetings will include a micro development session to support Pioneers to develop in their roles. A year on we are also undertaking a review of the Pioneer role and will be promoting the role to recruit more colleagues into the role.
Manager Virtual Programme	Supporting Managers to be EPIC.	<ul style="list-style-type: none"> • We have redesigned our delivery method for our EPIC Manager Programme to support managers in our new virtual setting. The virtual programme will be launched in June and will cover key modules to support managers to be the best they can be. Modules include: <ul style="list-style-type: none"> - Being the Best - Health & Wellbeing - Values Based Recruitment - Vital Conversations - Engagement - Investigation Skills • We are also piloting our virtual learning circles which create a safe space for peers to come together and learn from each other through reflective learning.

Policy, Reward and Workforce Intelligence

Workstream	Work Summary	Critical Outcomes
<p>Handled HR queries via mailbox and FAQs</p>	<p>At the early stages of the coronavirus outbreak, a 'HR support' mail box was set up where any workforce queries from the Council's central COVID-19 mail box have been directed to.</p>	<ul style="list-style-type: none"> • The mail-box has enabled services to provide workforce intelligence and has also been the key mechanism for staff and managers from the Council and schools to pose questions and queries, which are responded to. • A set of FAQs has been created for staff and managers in the Council and schools, informed by the mailbox, which has periodically been updated. • Responded to 482 emails ensuring that business continuity is maintained and priority emails addressed in a timely manner. • The mail box remains operational as there may be an increase in queries as we move towards reintegration.
<p>Workforce returns</p>	<p>Information provision regarding the impact that COVID-19 is having on staff availability both internally and also for external returns, for example Central Government.</p>	<ul style="list-style-type: none"> • At least 6 different reports being provided for different audiences - all are either on a weekly basis or more frequently. • Reports are informing national public sector workforce impact of COVID-19. • Supporting the Resourcing Hub regarding staff available to be deployed. • Supporting with the identification of staff to be tested. • Understanding of which services most impacted by COVID-19 related absence.
<p>Coronavirus Job Retention Scheme (JRS)</p>	<p>The changing national guidance has been studied, whilst exploring the funding for certain roles within the Council and schools to establish whether it is appropriate to use the scheme.</p>	<ul style="list-style-type: none"> • Decision that no posts directly employed by the Council should be furloughed. The basis for this is that where employers receive public funding for staff costs, and that funding is continuing, there is an expectation that employers use that money to continue to pay staff. • Decision that schools be advised that they may furlough staff in 'wrap-around' care roles, for example afterschool clubs, as they are funded through parental contributions and not school budgets. • Guidance for schools drafted with template letter. • Process in place so that schools can send GMSS the necessary information for furloughed staff and GMSS complete the submission through the HMRC claim portal where there is a shared PAYE number. • For schools with their own PAYE number GMSS offer to support with relevant pay calculations for their submission. • Reduction in budget pressures or need to consider redundancy for these staff in schools. • Job security for affected staff.

Policy, Reward and Workforce Intelligence

Workstream	Work Summary	Critical Outcomes
<p>Support for Casuals</p>	<p>The council has a range of casual pools, particularly in services that are subject to fluctuating and seasonal demands. As these workers don't have a regular monthly salary, where the service has been affected by the pandemic their pay may be affected. Solution explored to support these staff.</p>	<ul style="list-style-type: none"> • Approach agreed for the payment of 'regular casuals' for whom work has ceased due to COVID-19, or where they are unable to work for related reasons. This is based on a 'regularity test' where a casual has received pay in at least two of the three months before COVID-19 impacted (January to March). Where they agree to be available to work through the Resourcing Hub they will be paid an average pay (based on the same three months). • If 'regular casuals' are unable to work due to having to shield they will also be paid on this basis. • Casuals who don't work on a regular basis signposted to the Resourcing Hub where they can register for work and signposting to government support mechanisms.
<p>Support for Agency workers</p>	<p>There are some services that have a need to bring agency workers in to cover gaps in the service. With COVID-19, the level of need for agency workers may have changed or some may be unable to work which will impact on their income. Solution explored to support these staff.</p>	<ul style="list-style-type: none"> • Agreement that where an agency worker is on assignment, which has been affected by COVID-19, we will continue to pay them until the normal end date of their assignment. Whilst they are receiving pay we will expect them to continue to work unless they have to shield, where working from home options will be explored. • This approach supports and maintains our relationship with our local agencies, as one option was to push the agency to close and furlough them. • Good outcome for agency workers as the central government advice was to pay 80% of salary.
<p>Support for bank holiday working</p>	<p>In order to support our staff and to encourage them to work during unsocial periods, we need temporary arrangements for enhanced pay over bank holiday weekends.</p>	<ul style="list-style-type: none"> • Agreed that staff working over the Easter weekend and May bank holidays in critical services to be paid double time for each plus Easter Sunday. • Helping to ensure appropriate resource in place in critical services, over bank holiday weekends.

Policy, Reward and Workforce Intelligence

Workstream	Work Summary	Critical Outcomes
Deployment principles	<p>Whilst we are supporting our workforce in many ways we are also looking for staff to support us to carry out our critical functions by making themselves available for temporary redeployment. Need to scope out a framework for which staff might be deployed and what needs to be put in place for them.</p>	<ul style="list-style-type: none"> • Outline of principles by which we can identify staff who are potentially deployable, based on their role and their circumstances, some of which might be changing. • Outline of principles around how we engage with staff, ensuring there is an appropriate match, safeguards are in place and how they will be remunerated.
Leave guidance	<p>In some cases, the pandemic is having an effect on the ability of staff in our critical services to take leave as frequently as they might otherwise. There is also an issue around the fact that some staff might be reluctant to take a longer period of leave, as they can't actually travel anywhere or undertake activities outside of the home. Need a fair approach to managing leave.</p>	<ul style="list-style-type: none"> • Guidance for managers created regarding how to deal with leave in the current circumstances. Emphasizes that from a health and well-being perspective, more than ever now, we need staff to be taking time off work where possible. Also that it isn't manageable for staff to store up leave to take towards the end of the leave year. • Better management of leave during this period to reduce potential issues when we move into the recovery phase. • Other options in relation to mechanisms to manage leave being explored.
Aid	<p>Developed a process that supports our approach to supporting GM councils with provision and receipt of resource aid if required.</p>	<ul style="list-style-type: none"> • Developed policy position • Ensured all health and safety, refreshed induction and training requirements are in place for all incoming employees • Developed a process to underpin the requirements

Policy, Reward and Workforce Intelligence

Workstream	Work Summary	Critical Outcomes
<p>Workstream for 'at risk' staff returning to the workplace</p>	<p>For certain groups of staff, they or their families, or those for whom they care, are at more risk if they contract the virus. Agreed approach to supporting and reducing the risk for these staff.</p>	<ul style="list-style-type: none"> • Identification of 'at risk' groups which includes those officially mentioned by the government (clinically vulnerable), however also other groups which may be at a higher risk. Informed by evidence the NHS are using. • Agreed individual risk assessments – mandatory for some groups and optional for others (see H&S section). • Guidance for managers produced on the at risk groups, approach to having conversations with staff and undertaking risk assessments and measures to reduce risk.
<p>Workstream on returning staff from travel abroad</p>	<p>Government policy on the requirement to self-isolate for at least 14 days on returning from abroad has necessitated a Council policy position regarding how the time will be covered.</p>	<ul style="list-style-type: none"> • Guidance produced which follows the NJC model. • Where staff can work from home, or can be moved into such a role they will be. Where they can't then the period should be covered by annual leave, TOIL, flexi or unpaid leave. Managers should be having early conversations with staff when they are considering travel abroad so they can agree how the period will be covered. There will be some consideration to paid leave where the employee has little choice in the travel due to finances, lost holidays, family funerals etc. • This approach is fair and transparent for employees considering travel abroad.



Business Partner Team

Workstream	Work Summary	Critical Outcomes
Testing	Supported the development of the people process that supports the COVID testing programme	<ul style="list-style-type: none"> Worked closely with colleagues across public health and commissioning to ensure that a robust programme is in place that identifies those staff that meet the COVID testing criteria of symptomatic between 1-3 days Developed manager guidance to support the testing process that expedites a quick and safe return to work if the test is negative
ER Casework	Response to, and progression of, employee relations casework to support employees and managers	<ul style="list-style-type: none"> Responding to new, emerging casework Supporting and advising managers to progress Liaison with external authorities, as applicable
COVID-19 : ER Casework	Review of all employee relations casework and consideration of how best to progress those business critical cases utilising alternative, appropriate IT/media platforms	<ul style="list-style-type: none"> Identified and categorised employment matters to ensure that those business critical cases continue Liaison with the trade unions to agree a mutual position 50 cases progressing 2 cases paused
Service Level Agreements	Review of current SLA's for 20/21	<ul style="list-style-type: none"> Review, development and communication of SLA's for schools and traded services for Teacher Unions and UNISON with effect from 01 April 2020 Ongoing review and development of SLA offer for schools and traded services for HR Consultancy, with effect from 01 September 2020
Training	Breakfast Briefings for Senior Leaders in School	<ul style="list-style-type: none"> Delivery of briefing sessions prior to lockdown period on a variety of subjects including employment law updates and employment procedures. Development of 'virtual' briefings during COVID19 period.
COVID-19:	Review of HR Policy and FAQ's to make relevant for Schools and traded services customers	<ul style="list-style-type: none"> Review of Council HR Guidance to make applicable for Schools and traded services customers relating to COVID19 employment matters and legislation

Resource Hub

Workstream	Work Overview	Key Outcomes / Deliverables
<p>Support of GM Resource Hub</p>	<p>To provide a temporary solution to an immediate staffing crisis as a result of COVID-19</p>	<ul style="list-style-type: none"> • Development and roll out of mandatory employee online skills survey for all staff. • Analysis of available staff through the skills survey and workforce data to identify to match staff for deployment into critical roles ensuring safeguarding and statutory requirements are met. • Liaison with line managers to identify staff shortages / future demand and skill set required • To identify availability of people and deploy into roles as appropriate (taking into account any safeguarding / statutory requirements etc). • Clear process map relating to all roles, passing of data, communication and actions to ensure all parties clear on responsibilities and hand offs across the work streams • Development of templates for communications to employee and line/recruiting managers confirming revised temporary working arrangements • Create and maintain a list of casual and volunteers and link in with voluntary sector as appropriate • Dedicated phone line and email address facility for managers and employees • Agree and implement appropriate pay principles and process for payment • Use of business intelligence and existing relationships to proactively explore possible deployments
<p>External recruitment signs</p>	<p>Development of a fast track recruitment programme</p>	<ul style="list-style-type: none"> • Engagement with a number of networks to widen external activity including Greater.jobs, NW Employers, Manchester Universities • Engagement with partner organisations to identify and discuss opportunities for their furloughed staff into critical roles • Development and implementation of a programme of virtual induction to reduce time between hire and deployment
<p>Internal recruitment signs</p>	<p>Creation of a Refer-a-Friend scheme</p>	<ul style="list-style-type: none"> • To provide a financial incentive to Trafford Council employees to introduce family members and friends who may have the appropriate skills to be deployed into critical areas • To increase the bank of staff available for deployment with the offer of casual employment
<p>Recruitment</p>	<p>To ensure continuity of recruitment activity across the Council, and traded services</p>	<ul style="list-style-type: none"> • Review of current vacancies and adverts and determine if they are to be paused or progressed • Regular communication to applicants by telephone and email providing updates and maintaining engagement • Development of 7 virtual recruitment processes to support and enable roles to be progressed

Workforce Planning

Workstream	Work Overview	Key Outcomes / Deliverables
<p>COVID-19: Workforce Hub, on boarding, production</p>	<p>Continued development of processes and database to support deployment candidate identification and to track on boarding process</p>	<ul style="list-style-type: none"> • Further development and refinement of a tracking database • Database picks up skill survey data through completion of the skills survey to enable quick potential deployee identification (linked to live workforce data, fed from the workforce plan and absence/work status data) • Further work has been undertaken on boarding process to enable central tracking of all deployees (pending and live), internal and external
<p>COVID-19: Workforce Planning & Reporting</p>	<p>Continued workforce understanding through ascertaining live employee status data, reporting on this and undertaken action on the back of it</p>	<ul style="list-style-type: none"> • Regular reminders to managers to ensure colleagues iTrent codes are updated • Data used to inform: Resource planning, testing, workforce reintegration/return plans • Weekly report to CLT to advice of Covid-19 absence, self isolations, normal absences, WFH numbers, not working numbers, redeployments, live vacancies relating to crisis (not BAU vacancies), number of potential redeployees, potential risk areas, results from workforce implications driven by the pandemic • As of 15th June we have 110 internal colleagues deployed into business critical roles and 25 external colleagues recruited to undertake business critical roles
<p>COVID-19: Employee Engagement Pulse</p>	<p>Internally development Covid-19 Employee Engagement Pulse Survey to ascertain current workforce feelings/concerns to feed into (1) Corporate Engagement Commitments (2) Workforce recovery plans</p>	<ul style="list-style-type: none"> • Designed and built internal Pulse survey, with 4 factors linked to b-Heard survey, specific focus on how colleagues are feeling as we move out of lockdown, what support colleagues want most, future ways of working. • Survey window between 26th May – 5th June (in addition to online survey c400 surveys posted to colleagues with no/limited online access) • Survey response rate for Trafford Council = 51% (1242 responses) • Internal results analysis paper to be presented to CLT on 17th June. Proposed planned roll out of both b-Heard survey results (Oct/Nov 2019 results which was paused due to the pandemic) & Pulse survey results, including combine Corporate Engagement commitments June/July. Directorate & Service level action planning to be completed by end of August.

