



Employment Committee Update Report

HR Service

8th September 2020

Sickness absence Jan – Aug 2020

Trafford Council - staffing

141

members of staff absent

100

full time equivalents absent

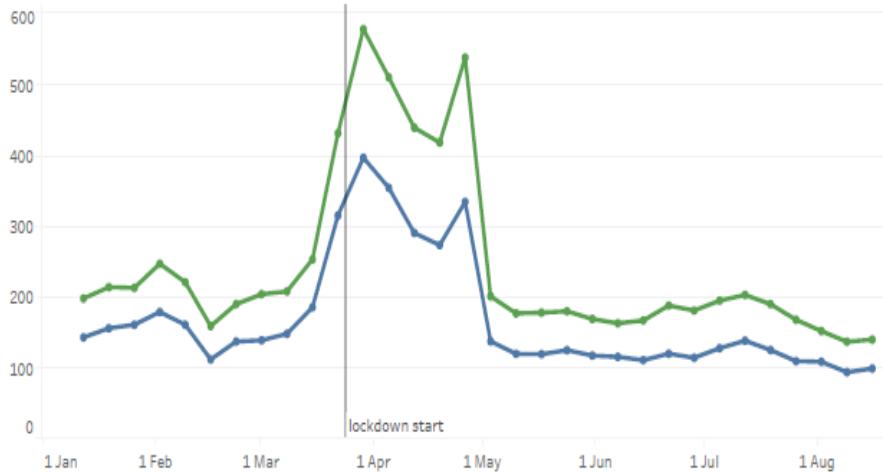
96.6%

of headcount available to work

96.8%

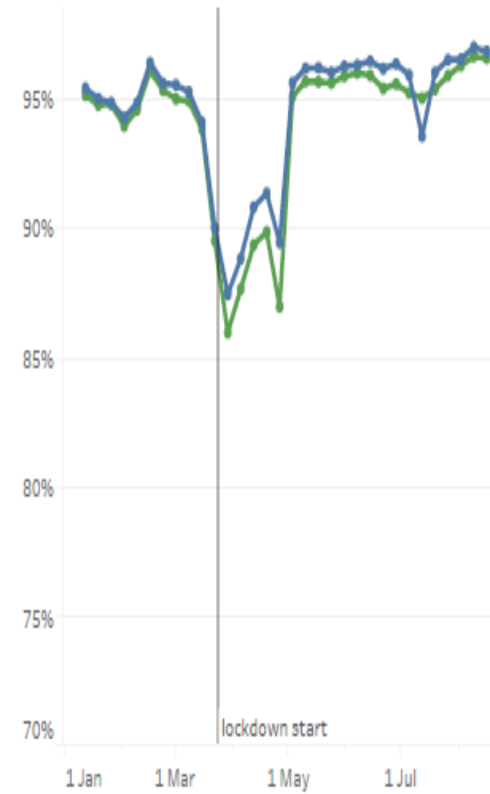
of whole time equivalents

Absence by week



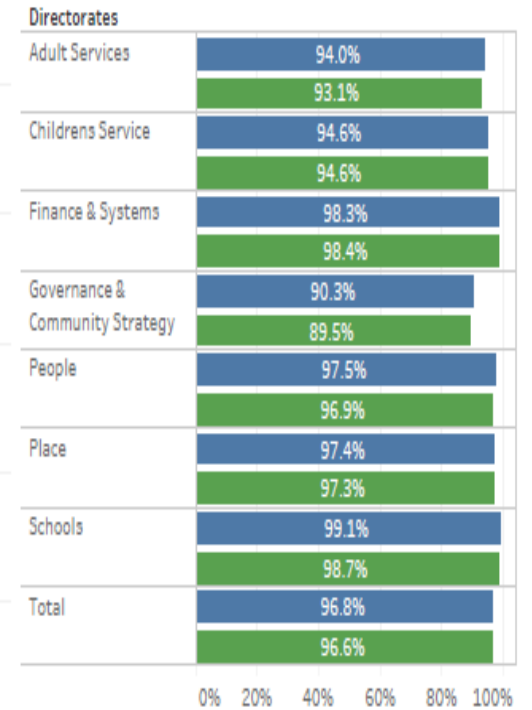
■ Absence FTE
■ Absence Headcount

Availability by week



■ Absence FTE
■ Absence Headcount

Current availability by directorate



Availability rates are for all staff within the directorate

Health, Safety & Well Being

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Covid-19: Distribution of PPE to Key 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 services/teams ensures that any PPE needs are met as services reopen within the community and to the public.</p> <p>Millions of pieces of PPE have now been distributed via the Mutual Aid Hub since the start of the operation in March. These have gone to a wide variety of healthcare settings, care homes, and domiciliary care within Trafford.</p>
<p>Covid-19 / BAU: Moving and Handling of People – Temporary Additional Online Training 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. This is particularly important 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. All staff are receiving tailored training records to monitor their competence in moving and handling tasks. • Socially distanced face to face moving and handling training continues to be delivered for new staff at Ascot House and Care at Home. A total of 43 new staff have now been trained to provide them with the additional support they require in their new roles. • TTCU are in the process of recruiting additional Personal Assistants. The online Moving and Handling Training and Support Package will be used for existing and new staff. The Moving and Handling Lead is in the process of planning socially distanced face to face moving and handling training with approximately 16 new staff.

Health, Safety & Well Being

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Covid-19: Making our Trafford Buildings COVID Secure</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 and other settings.</p> <p>We therefore, have adopted a number of practical measures to ensure our buildings and other settings 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"> • Management of the occupancy levels 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 and the messages are continually being reinforced.</p> <p>The COVID19 Building Risk Assessments for Trafford Town Hall and Sale Waterside have been updated following a monitoring review of the COVID-secure arrangements in July. The next review is planned for September.</p> <p>A template COVID19 Building Risk Assessment has also been developed for Premises Managers to put into place arrangements at other buildings. The Health and Safety Team has supported managers in completing the assessment at Ascot House, Registrars Service, Libraries, Music Service, Flixton House and the Arts Centre. Where staff are based in Health-owned buildings the Health and Safety Team have liaised with the Tlco Health and Safety Adviser who has completed the COVID19 Risk Assessment for those buildings.</p>

Health, Safety and Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
COVID-19: Schools Support	Supporting the reopening of schools to further year groups in line with Government Guidance	<p>School settings including our community schools have been supported 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.
COVID-19 :Test and Trace	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>Local arrangements in conjunction with Public Health have been 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.
COVID-19: Manager Support and Guidance	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>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>

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>BAU: EPIC Manager Virtual Programme</p>	<p>Supporting Managers to be EPIC.</p>	<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 was launched in June and covers 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 - Team Engagement - Leading Equality & Diversity - Disciplinary Investigation Skills • We will continue to evolve the programme to ensure we are supporting managers to support their teams in the current context. We have also moved our session evaluation onto citizen space so we can capture feedback more routinely and ensure we continue to develop and grow the programme.
<p>Covid-19: Virtual EPIC Check-in Training</p>	<p>Continue to support managers with their check-in conversations .</p>	<ul style="list-style-type: none"> • We continue to deliver our suite of training to support managers and colleagues to engage in productive conversations and make the most out of their Check-ins. Training is now scheduled and delivered monthly. • We have also developed a range of tools alongside our training modules to support managers and colleagues to start to have “returning conversations”. These guides are available to all colleagues on our EPIC Check-in Pages. • Alongside supporting managers and colleagues at the Council we have also worked with the CCG to refine and refresh their appraisal paperwork and process. The new process will launch in September 2020 and in the meantime we have adapted the paperwork and provided managers and colleagues with tools to also have wellbeing conversations in the meantime, until the new documentation, paperwork and training has been delivered.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>BAU: Colleague Support</p>	<p>Creation of a variety of “How To Guides” and training 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 “#Stay EPIC” that hosts a number of bespoke resources that have been designed by the team to support colleagues and managers to stay healthy, happy and productive during lockdown and as we continue on our Journey. The pages bring together all the sources of support available to colleagues and managers, and includes: <ul style="list-style-type: none"> - Useful links to support colleagues to look after their mental health - Buildings and Service risk assessments - Returning to Trafford Town Hall and Sale Waterside guidance - Working from Home Guidance - Guidance and tools for managers to support colleagues at greater risk of Covid-19 - Latest information, updates and FAQ pages. • Following on from the feedback at the All Colleague Let’s Talk Session where we delivered a short micro learning session on wellbeing/resilience, we have delivered this content via a lunch and learn session open to all colleagues. These sessions focus on “managing stress and building resilience” and also provide a forum for colleagues to come together to support each other. The sessions were launched in July and further sessions are booked through August and September.
<p>Covid-19: Induction</p>	<p>Creation of a more streamlined induction to support and ease the pressure on managers.</p>	<ul style="list-style-type: none"> • We continue to support with the “virtual induction” of colleagues joining us at Ascot House. This includes issuing of a welcome guide for all new starters, to introduce them to Trafford and their new role. The welcome guide also outlines the key e-learning and policies they are required to complete virtually before joining us at Ascot House. Alongside the welcome guide we have refreshed the Managers induction and New starter induction checklist. • We are now also working with leads from Adults and Children’s Services to design a local induction toolkit for managers and new starters to ensure that they are supported to get off to the very best start possible when joining us.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>BAU: Let's Talk All Colleagues</p>	<p>Designed and delivered virtual All Colleague Let's Talk Take 5 Session.</p>	<ul style="list-style-type: none"> • Let's Talk – All Colleagues- We supported the design and delivery of our first All Colleague “Let's Talk Event”. The virtual events took place on the 13 and 14 July. Again the participant numbers were capped at 25 attendees to support us to facilitate a more interactive session. The event format was tweaked slightly, and alongside key updates from our CEX, Leader of the Council and Director of Strategy and Resources ,we delivered a 45 minute wellbeing session. These Wellbeing sessions were rolled out to the wider workforce as part of a Lunch and Learn series. The first session was delivered on the 29 July. Further dates are booked in August and September. • Let's Talk Leaders and Colleague Events -further Let's Talk Events for Colleagues took place in August (24,& 25) and Senior Leaders in September.
<p>BAU: Engagement Survey</p>	<p>Sharing the Corporate Results b- Heard and Pulse Survey</p>	<ul style="list-style-type: none"> • We analysed and shared the results of the covid-19 pulse survey and shared the corporate results with CLT. We have also distributed Directorate level results to Heads of Services. • Alongside sharing the results of our Pulse Survey we also shared the corporate results from the b-heard engagement survey that was undertaken in October/November last year. The sharing and action planning for the b-Heard results was paused in March due to Covid-19. A high level overview of both sets of results was shared with all colleagues, alongside a summary of some great work done to date to improve employees experience of working for Trafford. The communication also outlined our corporate engagement action plan and next steps. • We have also created an “Engagement” intranet page which houses the full b-heard and pulse survey results for colleagues to review should they want further details in addition to the corporate high level overview. • Heads of Service will now work with their teams to share, discuss and outline actions at a local level that will drive and build engagement. We have created a facilitator pack for Heads of Service to support them to deliver this piece of work which is planned to take place throughout September 2020.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Updating COVID-19 FAQs and dealing with policy queries	At the early stage of the pandemic a comprehensive set of FAQs was developed. These have been updated as different issues have become more pertinent.	<ul style="list-style-type: none"> • An initial set of FAQs was created for staff and managers in the Council and schools, informed by the HR COVID-19 mailbox. • These have been periodically updated. • There was a full review of all FAQs and they were reorganised to make them more user friendly. • COVID-19 related policy queries being answered for the Council and schools.
Workforce returns	Information provision regarding the impact that COVID-19 is having on staff availability both internally and also for external returns.	<ul style="list-style-type: none"> • Several reports being provided for different audiences - all are either on a weekly basis or more frequently. • Reports are informing national public sector workforce impact of COVID-19. • 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. • Production of a now monthly workforce availability/resourcing report for CLT.
Guidance on balancing work and care commitments during the pandemic	The pandemic has led to many staff not having their normal childcare or other care provision available. Guidance was required to support managers and staff.	<ul style="list-style-type: none"> • Understanding of the key issues staff were facing, which varied over time, i.e. Term time, school holidays and as furloughed partners returned to work, staff started working in a work setting again. • Policy position regarding the expectation that staff will work with their manager to agree a flexible approach to the benefit of everyone. However in some cases staff will be given paid carer's leave when they are unable to work their contracted hours. • Consideration of the different options that staff and managers should consider. • Guidance produced.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Payment for Casuals	<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 and also agree how this is phased out at an appropriate time.</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. • If 'regular casuals' are unable to work due to having to shield or they have childcare issues they will also be paid on this basis. • Casuals who don't work on a regular basis signposted to the Resourcing Hub where they could register for work and signposting to government support mechanisms. • Approach agreed to phasing casuals off the payments over the school holiday period when they wouldn't normally be required to work. From September most services which use casuals will be back to normal operation and casuals will be paid based on the work that they undertake again.
Approach for 'at risk' groups returning to the workplace including those formerly being shielded	<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. • Guidance revised further to the government's policy decision to pause shielding. • Supporting services with higher risk work settings and staff with health issues to ensure they can resource the service.
Agreed approach to managing employees unable or unwilling to return to the workplace	<p>With more staff returning to the workplace we needed a policy position regarding staff who might have concerns about returning. A supportive approach but balanced against a need to maximise our available resources with continuing pressures.</p>	<ul style="list-style-type: none"> • Agreement regarding the difference between 'unable' and 'unwilling' to return to the workplace with details of which scenarios meet the two definitions. • Guidance created to ensure that managers have a clear process to follow for both groups so they can be treated fairly and consistently. • Limited number of issues arising to date and managers working with staff to reach a solution, with the support of HR where required.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Pay solutions for Adult Services staff during the pandemic	With the pressure on social care services caused by the pandemic, some staff groups had additional work commitments and we need to ensure that they are appropriately recompensed.	<ul style="list-style-type: none"> • Services identified staff groups which had been working extra hours/in unsocial periods. • Worked within existing pay and reward framework to propose fair solutions. • Supporting services to make appropriate payments. • Looking at our on-call payments across the Council to ensure they are fair and equitable for different rotas with varying levels of commitment.
Guidance on returning from travel abroad	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.	<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. • The guidance was updated further to the government introducing the travel corridor exemption list. • This approach is fair and transparent for employees considering travel abroad and for those that are affected by the country's change of status whilst abroad.
Policy Development	New policies implemented - Parental Bereavement Leave and Reclaiming of Overpayments Policy	<ul style="list-style-type: none"> • Policies signed off and live • Supporting processes in place through GMSS. • Communications have gone out to managers and staff.

HR Business Partner Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Staff 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.
BAU: ER Casework	Response to, and progression of, employee relations casework to support employees and managers	<ul style="list-style-type: none"> • Responding to new, emerging casework. • Supporting and advising managers to progress. • Liaison with external authorities, as applicable.
COVID19 : 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. • 44 cases progressing.
BAU: 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. • Review and delivery of CCG SLA
BAU: 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.

GM Resource Hub

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Creation of GM Resource Hub	To provide a temporary solution to an immediate staffing crisis as a result of COVID-19	<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. • Demand much lower however Hub still in operation.
BAU: Recruitment	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> • Introduction of an updated vacancy authorisation process to ensure all vacancies are filled internally whenever possible. • Development of guides to assist managers when recruiting virtually. • All interviews and assessments are now carried out via Teams. This is working well as managers become more confident with this way of working. • Successfully administered assessment centres with large panels for director level roles. • Content of GreaterJobs Trafford pages updated to show applicants what it's like to work at Trafford.