



TRAFFORD
COUNCIL



Employment Committee

People Update

6th December 2021

Health, Safety & Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Covid-19: Making our Trafford Buildings and Services COVID Secure</p>	<p>Measures to ensure our buildings and services remain COVID Safe to protect our front line staff.</p>	<p>Our Covid Safe measures remain in place within our buildings and regular communications through our staff briefings (and shared with partners) continue to reinforce those measures which include:</p> <ul style="list-style-type: none"> • Occupancy levels managed at no greater than 40% and monitored through our signing in processes • Face coverings are strongly recommended when moving through our buildings • Space maintained at desks, through the building and within meeting rooms • Increased cleaning regimes and hand hygiene arrangements continue • Good ventilation within our workspaces <p>Services have been encouraged to return to the office in a managed way in line with the Covid Safe measures supporting service delivery and health and wellbeing.</p> <p>CO2 monitors are now being used as an effective risk management tool within Council spaces to ensure adequate ventilation is available to reduce the transmission risk of Covid. Key examples include:</p> <ul style="list-style-type: none"> - Within the Council Chamber for Council Meetings - Used by the Arts Centre for their performance and exhibition spaces that are open to the public - By Registrars within their venues for official services and duties - The TalkShop are using them to support meetings with Service Users <p>Services have received direct support with the review of their Covid Safe risk assessments</p> <p>The Health and Safety Executive made an unannounced visit to Sale Library in October as part of their ongoing Covid Secure compliance inspection programme. The inspector observed the range of measures put into place to protect staff and visitors and was complimentary with the arrangements.</p> <p>A mandatory Covid19 online training course has now been rolled out to all staff and shared with partners to complete which gives an overview of the continuing Covid measures in place</p> <p>Two bespoke Covid19 videos have produced for staff and partners demonstrating from an individual perspective the Covid arrangements in place at Trafford Town Hall and Sale Waterside.</p>

Health, Safety & Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
COVID-19: Staff at Greater Risk	Protecting our staff at Greater Risk of COVID-19	<p>We continue to review the Government guidance for persons who are at greater risk from COVID</p> <p>The guidance for persons at greater risk with an individual risk assessment template is currently being updated to reflect:</p> <ul style="list-style-type: none"> • The shielding advice has now ended and persons previously classed as clinically extremely vulnerable (CEV) are now not advised to shield in the future or follow specific national guidance • Reiterate as a minimum this group should continue to follow the general guidance on staying safe and preventing the spread of Covid 19 and must be supported by Covid Safe measures in place within our buildings and as part of Service risk assessments • Still consider any additional adjustments/measures that are right for the individual based on health need and where appropriate medical advice
COVID 19: Staff Working from Home	Supporting our staff to work from home	<p>Support remains in place for staff to work from home through</p> <ul style="list-style-type: none"> • Working from home workstation guidance and support on our intranet pages to provide a safe and healthy work station • Easy access to IT equipment (laptop risers, keyboards, mice and headphones) • Specific workstation assessment support through the Health and Safety Team • Wellbeing support and guidance <p>The focus of the support has now shifted to reflect longer term Trafford Smart Working and opportunities for staff to work in a home environment for all or part of their working hours as a permanent arrangement. HSU are fully involved with the Trafford Smart Working Project Team to support this work which will include:</p> <ul style="list-style-type: none"> • Additional workstation and DSE assessments and guidance to continue to ensure a safe and healthy workstation and environment for staff • Investment in suitable additional workstation equipment as determined through the risk assessment
Emergency arrangements and Individual Support	First Aid arrangements	<p>Our workplace first aid arrangements are being updated to reflect the hybrid working model within our offices and ensure compliance with first aid at work legislation. A current review of existing first aiders, working patterns and work locations is underway.</p>

Health, Safety & Wellbeing

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Schools Support	Supporting our school with their health and safety arrangements	<p>An overarching School COVID risk assessment templates remain in place and are available for schools to use when managing the risks within their settings.</p> <p>Covid support continues to be provided to schools through:</p> <ul style="list-style-type: none"> • Direct support under SLA arrangements • Attendance at outbreak control meetings as needed • Attendance at Head Teachers and Trade Union update meetings to answer any queries and provide advice <p>Currently, 77 schools have purchased the Health and Safety SLA for 2021-22. Schools SLA support will continue through the year with a programme of audits, access to our schools specific guidance and unlimited access to technical support on a wide range of health and safety issues.</p>
Health, Safety and Security	Security arrangements at Trafford Town Hall and Sale Waterside	<p>Following the reopening of Trafford Town Hall Reception, a review is underway of security arrangements in line with our reintegration process and increased accessibility for visitors and the public. This has included:</p> <ul style="list-style-type: none"> • Review of the security guard arrangements to provide presence and the ability to respond if required in the reception area • Meeting with relevant services whose service users may attend the Town Hall to ensure arrangements are in place to manage those visitors and minimise the risks of volatile behaviour <p>Further work is currently reviewing the security arrangements at TTH and Sale Waterside in line with the reintegration work stream and continued use of our building post Covid.</p>

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Management & Leadership Development	EPIC Manager Virtual Programme Supporting Managers to be EPIC.	<ul style="list-style-type: none"> • We started our 18th Cohort of the EPIC manager - meeting late October. The feedback continues to be really positive from individuals particularly with the reflective learning circles where managers bring challenges to their cohort to help reflect on their approaches. • We have continued our Micro Learn bite size sessions for leaders and managers that provide additional thinking and resources on key topic areas. Our last Micro-Learn co-delivered with our Policy team on the 30 September focussed on Workplace adjustments and our next Micro-Learn in November will focus on the Menopause and will be delivered in partnership with Blusci Support. It aims to raise awareness of the physical aspects and symptoms of the menopause and how best to support colleagues. • We continue to review our EPIC Manager offer regularly. Upcoming development includes a refresh of our e-learning module for managers on Finance, development of a disciplinary e learning and skills module. We are also taking time to review and refresh our health and wellbeing module, similar to our Equality and Diversity Module that was re-launched post a peer review with staff forum groups and with the launch of the new Equality Strategy. • We also continue to support individual teams with interventions based on identified leadership needs. This includes working with Children's services supporting their re-design work and also we're working alongside the IT and Digital teams as they continue their transformation of services.
Management & Leadership Development & Succession Planning	#LEAP Programme Supporting individuals who aspire to step up and make an EPIC LEAP into management.	<ul style="list-style-type: none"> • The first cohort of the LEAP Management Programme is now 8 months in to programme. Feedback from both the learners and the college continues to be extremely positive. • In November the learners sat the second of there Institute of Leadership and Management Qualification (ILM) examinations. • Each new manager is undertaking coaching with our internal coaches and feedback from this has been positive. • A second cohort is being recruited to currently with a planned start date of January 2022.

Organisation Development

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Member Development	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> ▪ We have delivered two Members sessions on Inclusive Leadership, in line with our Trafford Equality Strategy and a Values Based Recruitment session for Members to understand their responsibilities on recruitment panels and the importance of values and inclusion in the recruitment process. ▪ We have booked 4 Members onto the LGIU Local Government Financial Series, a series of workshops that cover the financial basics, monitoring and planning recovery from COVID. ▪ We are now planning their programme for 2022 and their calendar for spring.
Health & Wellbeing	Creation of a variety of “How To Guides” and training to support colleagues to remain healthy and productive in this new environment.	<ul style="list-style-type: none"> • Flu vaccinations – see Policy, Reward, Intelligence. • We are currently working on a ‘winter wellbeing plan’ which will consist of a communications campaign and resources to help support staff over the winter months, particularly into the new year when there can often be a ‘lull’ in mood following the festive period. Messaging and resources will focus primarily on different ways to stay connected and prioritise making time for personal connections with colleagues. We will also remind staff of our EPIC Promise and Wellbeing Principles which support positive wellbeing and work-life balance when working remotely.
Time to Shine	Our annual employee recognition and celebration award ceremony.	<ul style="list-style-type: none"> • We are preparing for our annual employee recognition awards which is planned to take place virtually again on the 07 December 2021. • This year’s categories for nominations are themed around our EPIC values and aligned to our corporate priorities (Empower, People Centred, Inclusive Leader, Collaborate, New Starter, COVID Champion, Climate Action and EPIC Team Awesome Awards). We invited nominations from across the Council for each of the categories and we received around 130 individual nominations. We are now progressing with the judging panels for each of the award categories which are made up of a diverse group of colleague representatives from across directorates and roles and is also inclusive of last year’s winners, staff forum and pioneer members. • The Team Award will be shortlisted by or Deputy Chief Executive, Sara Saleh and Leader of the Executive, Cllr Western. Post Shortlisting we will invite colleagues to vote for their final EPIC Awesome Team 2021.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Engagement	Supporting, designing and delivering Let's Talk sessions for leaders and colleagues.	<ul style="list-style-type: none"> • Let's Talk Events – We continue to support the organisation and delivery of our Let's Talk sessions to all colleagues and leaders. Our last "Leaders" events were delivered in October and our All Colleague events in November 2021. Alongside updates from the Deputy Chief Executive and the Leader we delivered a session updating colleagues on the corporate plan and priorities and our current budget position. Colleagues and Leaders were then invited to submit ideas, suggestions and opportunities to support us with current financial pressures. We have collated all feedback and suggestions and feedback to CLT. • We have committed to undertake Best Companies Engagement Survey again later this year/early 2022. The survey and its functionality have changed somewhat since we last undertook the survey in 2019. We are summarising the options for the survey to CLT and will promote with colleagues the work undertaken within this space since our last survey, to encourage colleagues to share their feedback with us again when we launch the survey. The current proposal is to undertake the survey in late February 2022.
Apprenticeships and Work Placements	Supporting and developing skills and opportunities to colleagues in Trafford.	<ul style="list-style-type: none"> ▪ May saw confirmation of the new yearly government apprenticeship target of 2.3% of the workforce based on 31 March 2021. The overall target is 118 apprenticeship starts between 1 April 2021 and 31st March 2022. The target includes 62 new apprenticeship starts in our levy paying schools. This leaves a target of 56 across the council directorates. Since the 1st April we have had 43 new starts with 10 of these in schools. ▪ 2 Supported internship placements are ongoing within the library service. These are part of the United Response programme running for students from Loreto College. These are proving successful with managers reporting the students are becoming a valuable resource and students asking if they can work more hours.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Children Services	Supporting CS redesign project	<ul style="list-style-type: none"> ▪ We continue to work alongside the project team with the service re-design and provide on-going support to Senior Leadership Team with regards Organisational Development interventions. We have now delivered 4 sessions to date. This includes some reflective space and development with SLT looking at key change and leadership models as they continue their transition. The work is linking directly to their strategy, ambitions and OFSTED improvements ▪ We have continued our offer for both managing change (looking at this from an individual perspective and also a workshop for Managers around the psychology of change). We are delivering a workshop as part of Practice Fortnight on change and transition. In addition we have been advertising and running sessions on Interview Skills for colleagues looking to progress their career within the service. • We continue to offer support as and when required within individual teams. Planning is underway to work with reformed teams in vulnerable adolescent services under the restructure.
Equality & Diversity	Embedding ED&I into the learning offer at Trafford	<ul style="list-style-type: none"> ▪ Working with our colleagues in the staff groups we delivered a MicroLearn on workplace adjustments and we are now planning a session for supporting colleagues through the menopause, due to our data showing a high number of women colleagues in the key age group of 40 to 60. We are working with our health and wellbeing partner Bluesci, who are delivering the session for us. ▪ Our 'Inclusive leader' and 'Values Based Recruitment sessions continue to be delivered to Managers. During October we delivered both session to our Elected Members, with excellent feedback for our in-house delivery. ▪ During October we promoted world Dyslexia Awareness Week, with the theme of workplace adjustments. ▪ We promoted World Mental Health Day, with the additional theme of finances with Christmas and other holidays approaching and the CIPD 2021 Health and Wellbeing Report has highlighted that this is an area that needs more support for mental wellbeing in the workplace.
Wellbeing	Promoting Active Travel	<p>The staff led Active Travel Group continues to meet to encourage and enable more active and sustainable travel.</p> <p>An Active Travel Survey is in the final stages for communication and distribution to inform the direction and focus of the Active Travel Group. Further priorities have been identified including:</p> <ul style="list-style-type: none"> • Promoting our changing rooms and shower facilities at TTH and Sale (just refurbished) through a first person video similar to that completed for our COVID arrangements • Focusing on further promoting cycling and walking more at the pre-employment stage and induction of staff.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Personal Development	Coaching provision At Trafford Supporting colleagues to develop and grow.	<ul style="list-style-type: none"> • 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. • We launched our Coaching Apprenticeship during National Apprenticeship Week. The apprenticeship will take 12-18 months to complete and colleagues will be awarded an ILM certificate in Coaching. • Our pool of qualified coaches will then support us to coach colleagues with their personal and professional development. • The first of our Coachees are due to complete there apprenticeship in first quarter of 2022. • We currently have 10 colleagues undertaking this qualification with a further 2 colleagues due to start in December 21. • At present we have 21 colleagues undertaking a coaching relationship with a qualifying coach, this includes 10 (LEAP attendees).
CCG Support	OD Support for CCG colleagues	<ul style="list-style-type: none"> • We are continuing to work with CCG managers and have promoted our EPIC Manager Modules and Micro-Learn sessions to colleagues in the CCG. We are also sharing through the Friday briefing the health and wellbeing offers from the NHS, GM Partners and Trafford Council. • We are supporting the briefings for all impacted health and social care colleagues on the transition into the ICS model. These have now been completed with feedback gathered to support additional communication and engagement needs • The CCG have now launched their reward and recognition scheme “CCG Stars” across the organisation.
Kick-Start	Supporting 16-24 gain meaningful high quality placements and job opportunities.	<ul style="list-style-type: none"> ▪ Following our successful Kickstart application to the DWP, we have now appointed to 1 external placement and 13 internally. ▪ The first cohort is due to graduate in December 2021 and so far 2 young people have obtained further roles here at Trafford, one in a procurement role and another is an OSFE apprenticeship. ▪ We are currently working with the other young people to find future employment or supporting them with their ambitions after the placements. ▪ We have 8 young people currently interested in our cohort 3 placements, which are planned to start in early December 21. ▪ Our Kickstart scheme has been promoted via the Trafford Council communication links and has also appeared in an article written by Councillor Freeman.

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Social Work Development</p> <p>Adult services</p>	<p>Assessed and Supported Year in Employment (ASYE)</p> <p>Student placements</p> <p>Social worker apprenticeships</p> <p>Career progression</p> <p>Training</p> <p>Trafford Academy: Schools and Colleges Engagement programme</p> <p>Career aspirations support</p>	<p>We continue to offer a programme of support and assessment to our newly qualified social workers in their first year, this involves a protected caseload, additional 1:1 supervision and assessment against the Knowledge and Skills Statement for adults. Currently supporting 8 NQSWs with 2 more appointed, but yet to start.</p> <p>Social workers are supported to train to be practice educators, to facilitate and assess social work students on their final placements. We are in the process of placing students across the service as they start their 100 day practice learning opportunity.</p> <p>30 month programme for staff in the service to train to be social workers in partnership with Manchester Metropolitan University, via the apprenticeship route (using the levy). Cohort 1 (2019-2021) 2 staff members from adult services successfully completed the social work degree apprenticeship in October 2021. Cohort 2 (2020-2023) 3 staff members mid-way through their degree programme, while working full time Cohort 3 (2021-2024) 3 staff members have started the programme and enjoying this great learning opportunity</p> <p>One social worker was supported to progress to level 3, Experienced Social worker in September 2021.</p> <p>Regular programme of essential and mandatory training for adult social workers and social care staff is currently being offered virtually via Microsoft Teams. Contract with Research in Practice for Adults supports all staff with evidence informed practice via host of online learning.</p> <p>Developing strong links between ASC and Trafford Secondary schools. Delivering sessions to increase awareness of roles with support from career ambassadors from the sector. Facilitating ASC work placements (where possible). Scoping for an apprenticeship pilot for school leavers 16+</p> <p>Provide 1:1 support to workers regarding career aspirations. Facilitating Research in Practice learning sets for SW and non SW qualified ASC workers who have an aspiration to become a SW.</p>

Organisation Development

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Social Work Development</p> <p>Children's services</p>	<p>Assessed and Supported Year in Employment (ASYE)</p> <p>Student placements</p> <p>Social worker apprenticeship</p> <p>Career progression</p> <p>Training</p>	<p>We continue to offer a programme of support and assessment to our newly qualified social workers in their first year, this involves a protected caseload, additional 1:1 supervision and assessment against the Knowledge and Skills Statement for adults.</p> <p>Currently supporting 17 NQSWs with 2 more NQSWs awaiting a start date. 8 NQSWs have completed the programme and are preparing for the final ASYE panel, to be held in the coming weeks.</p> <p>Social workers are supported to train to be practice educators, to facilitate and assess social work students on their final placements. We are in the process of placing students across the service as they start their 100 day practice learning opportunity.</p> <p>30 month programme for staff in the service to train to be social workers in partnership with Manchester Metropolitan University, via the apprenticeship route (using the levy).</p> <p>Cohort 1 (2019-2021) 2 staff members from children's services successfully completed the social work degree apprenticeship in October 2021.</p> <p>Cohort 2 (2020-2023) 3 staff members mid-way through their degree programme, while working full time</p> <p>Cohort 3 (2021-2024) 2 staff members have started the programme and enjoying this great learning opportunity</p> <p>Two social worker was supported to progress to level 3, Experienced Social worker in September 2021.</p> <p>Regular programme of essential and mandatory one day training courses for children's social workers and social care staff is currently being offered virtually via Microsoft Teams. As well as this we have embarked on a 3 year large scale learning and development programme being delivered by Strengthening Practice across all areas of Early help and Children's social care. Contract with Research in Practice supports all staff with evidence informed practice via host of online learning.</p>

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Trafford Smart Working	Agreeing and implementing the most appropriate approach for the Council in relation to where and how staff work in future.	<ul style="list-style-type: none"> • Agreement from CLT for the TRAFFORD SMART working concept with 4 different workstyles (home, office, neighbourhood and hybrid). This includes a 'hybrid by default' approach, where relevant roles spend time in different locations including the home, office, partner bases, with service users etc. • Workforce engagement took place during July with analysis of feedback and this informing the different work streams. • Final sign-off obtained from CLT. • Toolkit with underpinning policy and guidance finalised, however further resources will be developed over time. • Enabling work streams are progressing led by other services, including work space redesign, hybrid meeting room proof of concept, exploring the ICT that will be most beneficial and roll-out of M365. • Dedicated intranet pages have been developed with links to all the resources. • 2 manager briefing sessions held • Launch to the workforce.
Schools Job Evaluation for support staff	Job evaluation for schools to move their support staff onto the NJC pay scale.	<ul style="list-style-type: none"> • 5 schools who have purchased support – continue to work with schools to undertake the JE and consult with affected staff and implement. • Develop SLA so schools fully understand the benefits and risks, the process, the service which will be provided and costs. • Promote the SLA to schools still to go through a JE review for their support staff.
Mandatory vaccinations for care home workers	Ensuring compliance with the legislation that came in on 11 th November	<ul style="list-style-type: none"> • Supporting the Commissioning project lead in establishing which of our staff work in or may be required to enter our directly managed and commissioned care homes. • Understanding the vaccination position for all staff in scope. • Detailing and agreeing approach to be taken for staff who are choosing not to be vaccinated. • Liaison with HR Ops team to support businesses with any staff affected by the new legislation. • Ensuring that vaccination requirement is included in relevant role profiles and recruitment and clearances process.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Home Technology Scheme	We offer a scheme with Let's Connect which gives staff the opportunity to obtain technology at affordable prices via salary sacrifice.	<ul style="list-style-type: none"> • Window open for applications to the scheme 4th October to 19th November • Communications to staff • Processing applications • Arranging payroll deductions
Leave Purchase Scheme	We provide staff with the opportunity to buy between 1 and 10 days additional leave each year. The cost is spread over 12 months via payroll deductions.	<ul style="list-style-type: none"> • Window open for applications to the scheme from 1st November to 31st January • Communications to staff repeated over the 3 months • Dealing with queries, particularly around the amount of leave part-time staff can request • When the window closes checks that all applications are correct • Arranging payroll deductions
Flu Vaccinations	Each year we arrange an employee vaccination programme	<ul style="list-style-type: none"> • Arrangements in place for our front line health and social care staff in liaison with Manchester Foundation Trust (MFT) – attending dedicated clinics across GM where they can also obtain their Covid-19 booster • 2 clinics arranged for the rest of our workforce – Sale Waterside 29th November and Trafford Town Hall 30th November. • Staff can also obtain the vaccination through an alternative provider and if there is a cost they can reclaim via expenses. • Communications for staff making them aware that certain groups can obtain the flu vaccination from their GP and for those who can't they can use the arrangements above.
Home Workers Policy	Revised version of this policy required further to lessons learned from home working during the pandemic and so it aligns with our Smart Working approach.	<ul style="list-style-type: none"> • Research and benchmarking and internal feedback • Stakeholder involvement, including legal input in terms of the contractual aspects • CLT sign-off • Launch as part of the Smart Working implementation.

Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
Hybrid Working guidance	With a move to 'Hybrid by default' as part of our Smart Working approach we need guidance for managers and staff.	<ul style="list-style-type: none">• Research and benchmarking and internal feedback• Stakeholder involvement• CLT sign-off• Launch as part of the Smart Working implementation

HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
HR 'One Front Door' Service Delivery Model	Modernise and Streamline access into the HR service	<ul style="list-style-type: none"> • Extension of the 'One Front Door' model to now include this offer to schools from 01 September 2021. • Continue to promote and redirect managers and staff to the 'One Front Door' advice line to facilitate the triage system for all new HR queries received, enable redirection of queries to the appropriate HR colleague at the first point of contact, and generate faster responses to customers. • Monitoring of the effectiveness / success of this new operating model. • Completion of the phased training plan to the Specialist Advisors receiving the calls. • Pro-active absence management activity. • Continue to discuss the data report requirements with GMSS.
Employee Relations	Providing professional employment law advice on a wide range of employment issues, for a wide range of customers.	<ul style="list-style-type: none"> • Responding to, and supporting Managers in addressing complex employment matters. • Co-ordination of service redesign and TUPE activity. • Effective risk assessment and progression of employment matters. • HR advice and support to Chair/Members at formal Hearings and Appeals. • Regular liaison with Trade Union colleagues to identify and resolve issues at an early stage. • Engagement / liaison with ACAS and the Employment Tribunal, as appropriate.
Development / Enhancements		<ul style="list-style-type: none"> • Support with the development of Manager Guidance and Policy. • Support in development of Manager training in specific HR matters, to give managers the skills and confidence to appropriately address employee relations activity. • Review of internal HR processes to ensure clarity, efficiency and accuracy.

HR Operations Team

People Workstream Area	Work Summary	Key Outcomes / Deliverables
HR Service Level Agreements	HR SLA's for Sept 21 – Aug 22	<ul style="list-style-type: none"> • 51 customers confirmed purchases of the HR SLA for 2021/22 to date. • Exploring revisions for the 2022 /2023 SLA delivery and opportunities for joint SLA option with HR Consultancy and GMSS. • Development of SLA for CCG.
Training	HR Updates	<ul style="list-style-type: none"> • Continuation of breakfast briefings for senior leaders in schools; sessions delivered in September and October 2021.
Traded Services (Schools)	HR Service Delivery	<ul style="list-style-type: none"> • Published Model Pay Policy for schools following finalised updated 2021/22 School teachers pay and conditions document. • Review of all schools' policies ongoing; some have been consulted on and are now being published for those schools who purchase the HR SLA, others are currently being consulted on with TU's, and others are being reviewed/updated for consultation shortly. • Autumn term schools JNC was held in November 2021. Due to low numbers this is now being scheduled for a different day from 2022, Public Health colleagues also attend to input any updated Covid-19 guidance. Continuing discussions with Legal around the participation of an Academies Representative at the JNC and a review of the terms of reference. • Awaiting outcome of consultation on amalgamation of two primary schools with effect from September 2022.

HR Operations Team

People Workstream Area	Work Overview	Key Outcomes / Deliverables
HR Service Delivery - Redesign	Children's Service Redesign	<ul style="list-style-type: none"> • Virtual Schools redesign completed to provide the strategic oversight the DfE have provided additional funding for. Implementation occurred 01 November 2021. • Consultation on relocation West Neighbourhood staff based at Cornhill Clinic completed. Relocation date effected 26 November 21. • Phase 1 Childrens Service Redesign programme now complete. Implementation occurred 01 November 2021 • Recruitment activity continues to fill remaining vacancies. • Engagement with external recruiters regarding bespoke Social Worker recruitment campaign. • Phase 2 Redesign programme currently being scoped; a number of areas that need reviewing, but the main focus will be on two service areas: No Wrong Door (NWD) and Early Help. <ul style="list-style-type: none"> a. NWD underway, engagement sessions completed, draft co-deigned structures being developed pending start of staff consultation. Anticipated implementation date 1st April 22. Relatively small redesign, around 25 people in scope. b. Early Years in project planning phase, potentially involves a larger scope of people, approx. 85. Anticipated implementation date mid 2022.

HR Operations Team

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Traded Services (CCG)	ICS	<p>We are supporting the CCG with the safe transfer of people into the Integrated Care System (ICS).</p> <p>We have representation on the GM Human Resources Delivery Group which includes HR representatives from the 12 sender organisations. The purpose of the group is work collectively and collaboratively delivering the HR work plan to support the ICS safe transition and to support the establishment of the new ICS statutory body.</p> <p>We are currently on track in the delivery of the HR elements ICS Programme Plan and are working collaboratively with colleagues from MHCC to share resources, approach and best practice.</p>

Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
Resource Hub/BAU: Recruitment	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> • Working with service managers to identify resource requirements post March 2022 (when the COVID Contain Funding ends) and the identification of any other potential funding sources. • Supporting the development of an exit strategy to ensure the safe exit of the temporary COVID resources at the end of March 22. Staff will have the opportunity to apply for any vacancies. • Supporting priority recruitment to Home to Care Services in Adults. • Supporting Adults to develop a recruitment & retention strategy. • Continuing to roll out our new Application Tracking System across the Council which will improve the overall recruitment experience for candidates and managers. • Implementation of the new agency contract (REED). • Continuing to support the Values Based Recruitment Training and recently rolled this out to members. • Revised vacancy management process in place to ensure all vacancies are filled internally whenever possible. • Executive Recruitment –currently supporting the recruitment of the Director of Legal and the Assistant Director of Development. • Content of Greater Jobs Trafford pages updated to show applicants what it's like to work at Trafford and there is a new revised application form which we can tailor and simplify, improvements to include video/blogs which will help promote vacancies that are more difficult to fill. • Recently participated in a number of community recruitment events e.g. Hong Kong new comes at LCCC, Café Event to support the recruitment to Social Care, OfSE Jobs Fair at Copice Library where we recruited 17 new starters (Cleaning & Catering roles and participating in a jobs fair at LCCC on 30 November. • Supporting the development of Children's Social Worker recruitment campaign and engaged Tripod to work in partnership with Children's. Also supporting the development of a recruitment and retention strategy.

Workforce Reform

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<p>Trafford Recovery & Locality Plan / Integrated Care System</p>	<p>Development of workforce strategy and priorities to enable delivery of the Trafford Recovery & Locality Plan – Health & Social Care</p> <p>Delivery of Workforce Transition Work stream of the Integrated Care System Programme</p>	<ul style="list-style-type: none"> • The Trafford Locality Workforce Group has been paused due to the move to the new governance structure for Trafford Locality. We will review the remit of the group and provide any future support if needed. • The Virtual Workforce Information System (VWIS) now has the full Trafford locality workforce data on the system. We are hoping to put in a bid for financial support from GM to help implement VWIS. Updates are as follows : <ol style="list-style-type: none"> (1) VWIS project team met with the Social Care Reform and Recovery Board to identify an SRO for the project and on board Adults onto the project. (2) Trafford have identified colleagues to attend GM’s Workforce Planning sessions, a free resource for VWIS users. • Our Trafford Health and Wellbeing Task and Finish Group are waiting to identify a new chair and terms of engagement to reform as a group. <p>We are supporting the CCG with the safe transfer of people into the Integrated Care System (ICS).</p> <p>We have representation on the GM Human Resources Delivery Group which includes HR representatives from the 12 sender organisations. The purpose of the group is work collectively and collaboratively delivering the HR work plan to support the ICS safe transition and to support the establishment of the new ICS statutory body.</p> <p>We are currently on track in the delivery of the HR elements ICS Programme Plan and are working collaboratively with colleagues from MHCC to share resources, approach and best practice.</p>