



TRAFFORD  
COUNCIL



## Employment Committee

### People Update

5<sup>th</sup> September 2022

# Health and Safety

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Safe and healthy buildings and services</b>	Back to Basics Health and Safety Initiative	<p>The 'Back to Basics' initiative is an opportunity following the pandemic, to refocus on the fundamentals of health and safety, and ensure that colleagues continue to safely finish their working day, every day.</p> <p>The vision of the initiative links clearly with our Trafford Council People Strategy and EPIC Values in providing <i>'An EPIC positive and supportive health and safety culture with thriving employees who are happy, safe and healthy at work. Sensible health and safety management is integrated in all that we do.'</i></p> <p>'Back to Basics' will be delivered through three main elements:</p> <ul style="list-style-type: none"> <li>• An initial communications launch in September 2022</li> <li>• Monthly communications on a key health and safety topic area supported by guidance, and direct assistance from the Health and Safety Unit e.g. health and safety clinics, onsite/telephone/email support.</li> <li>• A targeted service monitoring and audit programme</li> </ul>
	Building Safety and Security	<p>A review of security measures and Trafford Town Hale and Sale Waterside is currently underway. The work aims to improve the way in which risks from volatile and aggressive behaviour and intruders entering the buildings can be effectively managed. Working with our Estates Team, FM providers and emergency planning colleagues, priority areas include:</p> <ul style="list-style-type: none"> <li>- Active procedural measures: what colleagues on site do to help prevent incidents and respond appropriately to incidents</li> <li>- Training and awareness: to provide key staff members and the wider workforce with the ability and information to act appropriately to incidents</li> <li>- Physical security measures: the use of improved building infrastructure (e.g. physical barriers) and technology (e.g. pass access measures, CCTV etc.)</li> </ul>

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<b>Safe and healthy buildings and services</b>	Fire Support	<p>Fire measures and evacuation arrangements continue to be reviewed at our office buildings.</p> <p>Regular communications through our staff communication channels also highlight the arrangements for fire registers to be completed and the evacuation process to be followed. Updated guidance is available on our intranet pages.</p> <p>A fire evacuation drill was conducted at Sale Waterside to test the effectiveness of the arrangements in place and a further drill will take place in the near future at Trafford Town Hall.</p>
	Sit-stand desks	<p>As teams have now returned to our offices, we are revisiting the opportunities for some sit/stand desks to be made available at both Trafford Town Hall and Sale Waterside. These desks allow the user the option to work periodically sat down or comfortably in a standing position. There are a number of known wellbeing benefits to working in this way including:</p> <ul style="list-style-type: none"> <li>- reducing potential back pain</li> <li>- improving circulation, mood and energy levels</li> <li>- helping prevent ill health conditions from more 'active' working</li> </ul> <p>Styles of desks are currently being evaluated and consultation with Service Leads is planned to inform on the best type of desk and locations for them to be installed.</p>

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<b>Safe and healthy buildings and services</b>	Health and safety monitoring of the One Trafford Partnership	<p>We have continued to support our Council One Trafford Partnership Client Team in the health and safety monitoring of Amey operations in line with our Client responsibilities. Activities include:</p> <ul style="list-style-type: none"> <li>• Monthly 'HSEQ' meetings between Trafford and Amey to receive health and safety updates and discuss issues</li> <li>• Work programme updates and safety initiatives</li> <li>• Updates on accident notifications and investigations</li> <li>• Supporting 'on the ground' client monitoring to observe working practices</li> </ul> <p>We have worked with the Client Team to complete observational waste services crew checks and monitor their working practices. The findings are then communicated to Amey as part of the client/contractor liaison arrangements so that good practice can be recognised and any areas for improvement implemented.</p> <p>A full Health and Safety Unit/Client Team audit of the Waste Services is scheduled for later in the year.</p>
	Moving and handling Support	<p>Complex moving and handling support continues to be supported through our moving and handling lead who has:</p> <ul style="list-style-type: none"> <li>- Assisted in the assessment and provision of arrangements for the safe transition of a pupil with moving and handling needs from a primary to secondary school</li> <li>- Advised on complex DSE cases where additional specialist equipment is required to support colleagues with a comfortable work environment</li> </ul> <p>To support the safe moving and handling of our service users at Ascot House and Care at Home, a programme of training has been delivered on the use of new people handling equipment. This provides staff with the competent expertise to transfer service users safely protecting both the service user and member of staff from injury.</p>

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Health and safety competent advice	Events on council land	<p>The Health and Safety Unit act an internal consultee for any organised events taking place on Council land, reviewing the applications events taking place to ensure that risk assessments and associated documentation were in place for their safe operation.</p> <p>The number of events in 2022 for assessment has increased post-covid, including community fetes, sporting events, outdoor productions etc.</p> <p>We also supported the corporate health and safety arrangements for hosting the Women's Euros Party event.</p>
	Health and safety training	<p>Face to face health and safety training continued to be delivered by the health and safety team and in conjunction with the learning and development team including:</p> <ul style="list-style-type: none"> <li>- Moving and handling equipment training for staff at Ascot House and Care at Home</li> <li>- Moving and handling and fire safety training for supported living staff</li> <li>- Fire evacuation chair training at some of our libraries</li> <li>- First aid training</li> </ul>



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<b>Health and Safety Competent Advice</b>	Supporting our schools with health and safety advice and guidance.	<p><b>Schools SLA</b></p> <p>The team have continued to support schools, through the health and safety SLA, with their management of health and safety arrangements. Approximately 80 schools currently buy back to SLA including the majority of our community schools and a range of faith schools and academies. The packages for the school year 2022-23 are now available for purchase. Support has included:</p> <ul style="list-style-type: none"> <li>- The review of schools monitoring arrangements to ensure health and safety processes are in place and effective</li> <li>- Specific audit support including fire risk assessment</li> <li>- Display screen equipment and workstation advice and support</li> <li>- Monitoring and reviewing notified incidents</li> </ul> <p><b>Schools Heatwave guidance</b></p> <p>To support schools in managing the risks associated with the heatwave in July, specific 'Hot Weather Guidance for Schools' was developed and circulated. This pulled together current sources of information and included:</p> <ul style="list-style-type: none"> <li>- Supporting staff and pupils with practical measures that could be implemented both indoors and outdoors</li> <li>- Requesting the support of parents/carers to provide appropriate clothing, application of sun cream and water bottles</li> <li>- Advice on heat stress and exhaustion</li> </ul>

# Organisation Development

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<b>Management &amp; Leadership Development</b>	<b>EPIC Manager Virtual Programme</b> Supporting Managers to be EPIC.	<ul style="list-style-type: none"> <li>• In September we will complete our 20<sup>th</sup> cohort of the <b>EPIC Manager programme</b>.</li> <li>• We have paused most of our training over the summer while we develop a 'waiting list' approach for the majority of our courses. This is in response to low attendance numbers and a high drop-out rate of delegates in recent months, despite excellent feedback on our training.</li> <li>• We have developed a new form for colleagues to register their interest in a course and we will schedule dates when enough colleagues have registered interest. We have included the link to this form on all course intranet pages and have included a list of all our courses on the 'course schedule' intranet page.</li> <li>• We have done some initial comms reminding colleagues of our full learning and development offer and outlining this new approach to registering interest in training.</li> <li>• We will continue to do comms to promote our EPIC Manager programme and other courses, and encourage colleagues to register their interest.</li> <li>• We will review the number of colleagues who have registered interest on a weekly basis and schedule courses as needed.</li> </ul>
<b>Management &amp; Leadership Development &amp; Succession Planning</b>	<b>#LEAP Programme</b> Supporting individuals who aspire to step up and make an EPIC LEAP into management.	<ul style="list-style-type: none"> <li>• The first cohort of the <b>LEAP Management Programme</b> (Level 3 Team Leader/Supervisor Apprenticeship) is now 17 months into the programme and they are now preparing for their End Point Assessment (EPA). One of the first cohort has already gained a promotion to a higher graded manager role in the music services.</li> <li>• Our <b>second cohort</b> started with 7 council employees in May 2022.</li> <li>• The level 5 Leaderships and Management apprenticeship is due to launch across the council in October 2022.</li> </ul>

# Organisation Development

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<b>Health &amp; Wellbeing</b>	Interventions	<ul style="list-style-type: none"><li>• The first meeting of our Employee Health and Wellbeing Core Strategy Group took place in July. The group has begun work on pulling together a calendar of health and wellbeing campaigns that we wish to support throughout the year. The group also looked at the b-Heard results relating to wellbeing, and will revisit any required actions at the next meeting. The group agreed to establish a 'think tank' group to look at the issue of employee data – what do we have and what more could we gather to help inform evidence-based health and wellbeing interventions?</li><li>• We have attended a meeting arranged by Sara Saleh along with Trade Unions and representatives from our staff networks to explore what challenges colleagues are reporting relating to the current cost of living crisis and what more we can do as an organisation to support staff. One of the actions which has been completed was for us to pull together a central resource of 'cost of living' information, resources and support. Working with the Family Information Service, we have developed this on the Trafford Directory and have also reviewed our Financial Wellbeing intranet pages to ensure that there is a prominent link to this information for staff.</li><li>• We completed a lunch and learn session in June on Financial Wellbeing working with the council's Welfare Rights team. In total 39 colleagues attended and heard what the role of the team was and how to contact them with any personal queries around benefits. They also signposted to useful resources both inside and outside of the council, most of which have now been added to strengthen our staff intranet pages on Financial Wellbeing. We have arranged for this to be repeated in November.</li></ul>



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Health & Wellbeing	Mental Health Support	<p><b>Mental Health First Aid</b></p> <p>The Council and CCG Mental Health First Aid Network have recently updated their intranet pages to include new members and some testimonials of why they wanted to undertake the role to help 'humanise' the service available to staff. 'Tea and talk' sessions have been arranged for the remainder of the year, taking place virtually on the 1<sup>st</sup> weekday of each month.</p> <p><b>Mindful Mondays</b></p> <p>Following a successful session as part of our #StayEPIC this Winter campaign earlier this year, John Newton from Childrens Services, who has completed mindfulness training, has agreed to run a monthly mindfulness drop-in session for staff. The online sessions will take place on the 1<sup>st</sup> Monday of the month and each will have a different theme along with mindfulness practice exercises. The first session ran in August and 9 colleagues attended.</p>
Wellbeing	Promoting Active Travel	<p>The Trafford Council Staff Active Travel Group have been reviewing and feeding into a draft Trafford Walking and Cycling Strategy which has been developed by Public Health.</p>

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ED&I	Embedding ED&I into the learning offer at Trafford	<ul style="list-style-type: none"> <li>• We continue to monitor the completion of the mandatory e-learning and report regularly to directorate leads to encourage completion.</li> <li>• We continue to work with our <b>Equalities Officer</b> in consideration to the <b>training, communications and engagement plan</b> for the coming few years in line with the corporate priorities and equalities strategy. The plan will look at specific needs of different directorates and also consider the data we hold on both employees and residents of Trafford to ensure training is targeted and proportionate. The plan will be joined with a similar approach on health and wellbeing ensuring our staff feel they can be and bring the best of themselves to work everyday.</li> <li>• A MS Teams channel created for all staff who have been through our Values Based Recruitment Training is proving to be a success in helping recruiting managers to reach out for more diverse panel members. So far there have been 3 requests by recruiting managers, with colleagues volunteering to support them on their recruitment panels.</li> </ul>
Childrens' Services	Supporting CS redesign project	<ul style="list-style-type: none"> <li>• We continue to work alongside the project team with the service re-design and provide on-going support to the <b>Senior Leadership Team</b>. This includes supporting their work on recruitment and retention approaches through their People Steering Group.</li> <li>• We are also offering support to the fortnightly Children's <b>Leadership Forums</b>. Most recently we have supported work around leadership grip and introduced the idea of psychological safety to support trust and a culture of learning. This is in support of their recent masterclass on grip</li> <li>• We are still continuing to offer <b>change management</b> support and specific team intervention offers.</li> </ul>

# Organisation Development

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<b>Member Development</b>	Enhance development opportunities for elected members.	<ul style="list-style-type: none"> <li>• We delivered an Induction programme for new members over May and June, this included enrolment onto the North West Employers 3 day induction, 5 Trafford specific session and support with case work. We delivered a more informal Welcome Meeting, where we went over the essentials and they were able to meet Trafford’s CEX Sara Todd. We are working on feedback from the sessions to improve our induction offer ready for May 2023.</li> <li>• Their development budget has been utilised to help the new Leader of the Conservative Group attend the LGA Leadership Academy programme, The Liberal Democrat Group welcome new members and access development through the LADC. Other opportunities have included Effective Scrutiny and Climate Change through the LGA, who also offer free opportunities and toolkits to members.</li> <li>• We are picking up their Continuous professional development for the autumn and spring, covering key topics, which cover the corporate priorities and some practical skills, like Values Based Recruitment.</li> </ul>
<b>Engagement</b>	B-Heard Survey and Engagement work.	<ul style="list-style-type: none"> <li>• <b>B-Heard engagement survey</b> – the survey was open between 6 – 24 June. We had a 43% response rate and our overall measure of engagement (BCI score) increased by 14.6 points, re-accrediting us as a One to Watch organisation. In July Best Companies presented the results of our b-Heard survey to Sara Todd and Sara Saleh and we have begun to share the relevant results with some of our key stakeholders and groups (e.g. Trade Unions, Employee Health and Wellbeing Core Strategy Group, EPIC Pioneers). A further session with Best Companies for CLT and Exec Members is planned for early September. We have also begun to work on a corporate action plan and have uploaded the corporate results and guidance to the intranet, with corporate comms to signpost. We have developed a plan to cascade the results through DMTs, services and teams from August and will deliver some virtual sessions for team managers to help them interpret their results and facilitate an action-planning session with their teams.</li> <li>• We continue to support our colleagues in <b>Adult Services</b> following on from the launch of their internal “wellbeing survey” which was undertaken in September 2021. Following the “hold the mirror” event in May we are now working with the DMT developing a leadership programme and further engagement events helping the directorate on it’s journey to CQC regulation. Planning has begun on a series of events to undergo a diagnostic of where the service is and where it needs to be.</li> </ul>

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<b>Reward and Recognition</b>	Reward and Recognition schemes	<ul style="list-style-type: none"> <li>• Our proposal to deliver our Staff Recognition Awards in combination with our Long Service Awards in order to make this more streamlined and cost-effective has been approved by CLT. We will explore further the likely costs for the event and start to develop a project plan for facilitating this combined event in early 2023.</li> </ul>
<b>Personal Development</b>	<p><b>Coaching provision At Trafford</b> Supporting colleagues to develop and grow.</p> <p><b>Mentoring support for Trafford College Students</b></p> <p><b>Mentoring support at UA92</b></p>	<ul style="list-style-type: none"> <li>• In line with our people strategy objectives and acting upon feedback from our b-Heard engagement survey we are developing our coaching offer for managers and colleagues.</li> <li>• Our pool of qualified coaches will then support us to coach colleagues with their personal and professional development.</li> <li>• Two Coaches have completed there coaching apprenticeship and are now qualified.</li> <li>• We currently have 8 colleagues undertaking this apprenticeship and 18 colleagues undertaking a coaching relationship with a qualifying coach, this includes 12 (LEAP attendees).</li> <li>• Following a series of meetings with Trafford College the scheme is planned to launch in September 2022.</li> <li>• 3 members of the Leadership team in IT and Digital have agreed to mentor students for a period of 8 months as part of there degree programme at UA92.</li> </ul>

# Organisation Development

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<b>Microsoft 365 Programme</b>	Roll out of M365 software across the council	<p>The Organisational Development team are working alongside the IT and Digital team in supporting different elements of the M365 programme. This includes:</p> <ul style="list-style-type: none"><li>• Sara Saleh has volunteered to be the senior sponsor for the M365 project and has met with Changing Social. She is keen to engage the work of our Digital Champions and to establish a 'forum' with them so that their voice is heard at a senior level in the organisation. Sara will be invited to attend a 'graduation' ceremony for Digital Champions as they come to the end of their 'learning' phase and enter a phase of 'building and testing' of some of the new digital infrastructure (e.g. SharePoint intranet and team pages, Yammer communities, Microsoft Learning Pathways).</li><li>• The initial training for release 1 has been completed with positive evaluation. We will be looking to repeat the training in September once more colleagues have had their laptops upgraded and returned from summer leave.</li><li>• We are also looking at work around 'the art of the possible' to explore how the upcoming application releases can support some of our communication and engagement work around health and wellbeing and equality, diversity and inclusion.</li></ul>

# Organisation Development

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<p><b>Social Work Development</b></p> <p><b>Children and adult services</b></p>	<p>Assessed and Supported Year in Employment (ASYE)</p> <p>Student placements</p> <p>Social worker degree apprenticeship</p> <p>Step Up to social work</p>	<ul style="list-style-type: none"> <li>• We continue to offer a programme of support and assessment to our newly qualified social workers in their first year, this involves a protected caseload, additional 1:1 supervision and assessment against the Knowledge and Skills Statements</li> <li>• 13 NQSWs in Children’s Services; 8 NQSWs in Adult Services</li> <li>• Facilitated learning sets 6 weekly in Adults and Children’s services to develop knowledge and skills</li> <li>• 6 weekly case reflective sets for NQSWs in Children’s services</li> <li>• ASYE Assessor support group meeting quarterly</li> <li>• 17 social work placements this academic year (8 adults, 9 children’s)</li> <li>• Experienced Social workers are supported to train to be practice educators, to facilitate and assess social work students on their final placements and complete PE CPD associated with this role</li> <li>• 30 month programme for staff in children and adult services to train to be social workers in partnership with Manchester Metropolitan University, via the apprenticeship route (using the levy)             <ul style="list-style-type: none"> <li>• Cohort 1 (2019-2021) 4 staff qualified via this route in Sept 2021</li> <li>• Cohort 2 (2020-2023) 6 staff members due to qualify March 2023</li> <li>• Cohort 3 (2021-2024) 5 staff members making good progress</li> <li>• Cohort 4 (2022- 2025) 7 staff members due to start the programme Sept 2022</li> </ul> </li> <li>• 3 Step Up students (15 month post graduate social work training) are due to start their final placement in childrens services in September 2022</li> </ul>



# Organisation Development

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

# Policy, Reward and Workforce Intelligence

People Workstream Area	Work Summary	Key Outcomes / Deliverables
<b>Trade Union Facility Time Reporting</b>	As a public sector employer, on an annual basis we must report and publish information on facility time for employees who are trade union representatives. Also reported as part of the Transparency Code 2015.	<ul style="list-style-type: none"> <li>• All data collected for the returns from different sources (TU reps, Finance etc.).</li> <li>• Calculations undertaken for both the Central Function and the Education Function.</li> <li>• Return submitted via the Government portal.</li> <li>• Data published on the Council's website.</li> </ul>
<b>Teachers' Pension Scheme Indexation</b>	Due to the teacher's pay freeze in 2021/22 there has been an issue that has arisen due to the current Teachers Pension regulations - this may result in some teachers receiving a reduced pension. This is because any who rely on their salary in 2021/22 for their pension benefits calculation won't have their pay that year uplifted in line with inflation if they didn't have a pay increase.	<ul style="list-style-type: none"> <li>• Consideration of the issue over the last few months – this is a national issue, not local and there may be a future solution at a national level and so the situation was being monitored.</li> <li>• Research on the matter and benchmarking to understand how other Local Authorities are approaching this.</li> <li>• Liaison with the Teachers Pension Scheme (TPS) via the Council's pension team.</li> <li>• As many schools support the payment of a nominal amount of £1 to trigger indexation, it was agreed at the Funding Forum that they would fund such payments, so we have worked with GMSS to create a mechanism for schools to make these payments if they want to.</li> <li>• Advice to schools regarding the benefits and risks of making payments to trigger indexation. Focus on any staff retiring before the end of August 2022 firstly and then consideration of other teaching staff in the Autumn.</li> </ul>

# Policy, Reward and Workforce Intelligence

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<b>Staff Survey</b>	Ensuring all the relevant employee data is ready in time for launch of the staff survey.	<ul style="list-style-type: none"> <li>• Build a report of the required data from the HR and Payroll system Itrent.</li> <li>• Add the additional data field category information as required.</li> <li>• Create the employment groups, i.e. the organisational structure being used for the survey so we can report results in a meaningful way by different business areas.</li> <li>• Upload employment groups and workforce data to the secure portal.</li> <li>• Undertake checks and balances and make additions/changes as required.</li> <li>• Complete the 'Employee Numbers' – summary workforce data</li> </ul>
<b>Senior Manager Structure Chart</b>	Produce the chart with the top 3 tiers of the organisation as required by the Transparency Code 2015.	<ul style="list-style-type: none"> <li>• Current structure established.</li> <li>• All information for each post on the structure added.</li> <li>• Published on the Council's website.</li> </ul>
<b>Cadet Leaders Special Leave</b>	Enhancing our support for staff who commit to public or community duties.	<ul style="list-style-type: none"> <li>• Consideration of offering paid leave for staff who volunteer as a Cadet Leader.</li> <li>• Proposal to offer 10 days as it is in line with what we provide for staff who are Reservists and Special Constables.</li> <li>• Report produced for CLT detailing the rationale and benefits.</li> <li>• Sign-off achieved.</li> <li>• Amending our Special Leave for Public Duties policy.</li> <li>• Communications to managers and staff.</li> <li>• Code added to Itrent so any leave taken can be recorded and reported on.</li> </ul>

# Policy, Reward and Workforce Intelligence

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<b>Flu vaccination planning</b>	Plans in place for flu vaccinations for staff for Autumn 2022	<ul style="list-style-type: none"> <li>• Review of how the programme in 2021 went.</li> <li>• Proposal for vaccinating staff this year. Our Health and Social Care colleagues have provision from Manchester Foundation Trust (MFT) so we have to plan based on their anticipated method and timing of delivery.</li> <li>• Paper to CLT for agreement.</li> <li>• Clinics booked – they are planned for the 14<sup>th</sup> and 21<sup>st</sup> October.</li> <li>• Communications to staff to encourage take-up.</li> <li>• Clinics held.</li> </ul>
<b>Working Well Passport</b>	This new tool can be used by colleagues to tell us about individual circumstances for which they may need additional support in work. It aids a discussion with their manager and then the passport can be used if their manager changes so they don't have to retell their story.	<ul style="list-style-type: none"> <li>• Research and benchmarking.</li> <li>• Passport and supporting guidance developed.</li> <li>• Consultation from many stakeholders including our staff networks, unions, EPIC Pioneers.</li> <li>• Documents refined.</li> <li>• Report to CLT for approval.</li> <li>• Implementation and awareness raising so it is well embedded.</li> </ul>

# HR Operations Team

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

# HR Operations Team

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



# HR Operations Team

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<b>HR Service Delivery: Large Redesign Projects</b>	Children's Service Redesign	<ul style="list-style-type: none"> <li>Phase 2 Redesign programme underway, which focuses on two service areas: No Wrong Door (NWD) and Early Help.               <ul style="list-style-type: none"> <li>a) NWD consultation completed, implementation phase underway.</li> <li>b) Planning for Early Years consultation underway, anticipated implementation date Autumn 2022.</li> </ul> </li> </ul>
	CCG TUPE-Out to ICS	<ul style="list-style-type: none"> <li>We successfully supported the safe transfer of NHS Trafford CCG colleagues to NHS GM ICS on 1 July 2022.</li> <li>We successfully delivered on elements of the HR Programme Plan</li> </ul>
	Highways, Transport & Environment	<ul style="list-style-type: none"> <li>Supported Place directorate to review the One Trafford Partnership service and resources</li> <li>Help shape a new structure to ensure successful delivery of service and council wide objectives</li> <li>Commenced consultation with staff on 22 August 2022 which closes on 30 September 2022</li> <li>New structure to come into effect on 1 November 2022</li> </ul>

# Trafford Resourcing Function

People Workstream Area	Work Overview	Key Outcomes / Deliverables
<b>Resource Hub/BAU: Recruitment</b>	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> <li>• 478 vacancies have been appointed to in the last 12 months . 41% were internal appointments.</li> <li>• Work is underway to develop our own Resourcing Services Intranet pages.</li> <li>• Went live with our customer satisfaction survey to gain feedback to support improvements within the Resourcing Service.</li> <li>• We have engaged Gatenby to support the recruitment of the Corporate Director, Adults &amp; Well-being following the announcement of our current Corporate Director’s retirement in March 2023. The closing date is 9 September and the assessment process will take place on 6 and 7 October 22.</li> <li>• Progressing with the iTrent onboarding module and we met with Midland on 24 June to review the on-boarding demo.</li> <li>• Work is ongoing with workforce strategy &amp; GMSS on PRN &amp; review of the vacancy clearance and establishment project to improve the processes and ensure an efficient and simplified process going forward.</li> <li>• Continuing to prepare to roll out our new Application Tracking System across the Council which will improve the overall recruitment experience for candidates and managers and continuing to identify and make other improvements within the resourcing function e.g. there is now a dedicated resource lead/point of contact for each Directorate.</li> <li>• Attended a workshop on 24 June 22 with Wigan Council to discuss the functionalities of the greater.jobs system. Discussions centred around system capabilities that we aren’t currently using but that could be used to further automate and simplify the recruitment process and candidate &amp; manager experience as well as fixes for current issues.</li> <li>• Met with GM local authorities in Bolton on 16<sup>th</sup> June 22 as part of a ‘visioning’ session, to discuss requirements for new recruitment system in line with upcoming tender process and streamlining current processes.</li> <li>• Recruitment participated in a careers fair at UA92 on 29 June 2023 and there was lots of interest from people wanting to work at Trafford Council.</li> <li>• Reviewing and updating the cost centre code and the establishment within the REED agency system to ensure all the reporting and payments are accurate.</li> </ul>

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<b>Resource Hub/BAU: Recruitment Cont.</b>	To ensure continuity of recruitment activity across the Council, and traded services	<ul style="list-style-type: none"> <li>• We have recruited several resources to support the Ukrainian Refugee Project including Project Co-ordinator, Housing Inspector and Schools Admissions Case Worker. One of our former Kickstarters has secured a temporary band 3 Business Support role in the project until end March 2023.</li> <li>• Continue to monitor the resources funded via the COVID contain grant post March 22. Reviewing proposals to resource the vaccinations for vulnerable residents and people who are homeless.</li> <li>• We have supported our IT &amp; Digital Service to on-board/engage 3 specialist IT recruitment companies to work in partnership with to help recruit to several priority roles which we have struggled to recruit to. 4 of these critical roles have already appointed to on a permanent basis.</li> <li>• Working with Children’s &amp; Communications to further develop their recruitment campaign and strategy to replace the Tripod campaign.</li> <li>• Supporting Adults with the implementation of their recruitment &amp; retention strategy including a directorate wide recruitment drive/campaign, the development of a more joined up and co-ordinated approach to advertising their vacancies across the service and more streamlined interview process.</li> <li>• Supporting the recruitment to the new 2 Neighbourhood Leads (with Adult Social Worker responsibility) – interviews were held on 12 August.</li> <li>• Supporting the Development Team to recruit an interim Commercial/Property Surveyor.</li> </ul>

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<b>Kick-Start</b>	Supporting 16-24 year olds to gain meaningful high quality placements and job opportunities	<ul style="list-style-type: none"> <li>• Over the course of the scheme we recruited to 27 placements, (26 internal and 1 external)</li> <li>• 24 of our placements have now come to an end with 13 of the young people going onto further employment with Trafford council and 3 going into ongoing external employment.</li> <li>• 1 kickstarter secured an internship with Deloitte.</li> <li>• The 3 remaining placements are currently working with the Connexions team to explore their next steps.</li> <li>• A graduation for all the Kick-starters took place on Friday 19<sup>th</sup> August</li> </ul>
<b>Apprenticeships and Work Placements</b>	Supporting and developing skills and opportunities to colleagues in Trafford.	<ul style="list-style-type: none"> <li>• Regulatory Service are offering a Regulatory Service Officer level 4 apprenticeship to internal staff starting in Sept/Oct.</li> <li>• There was a review of the Social Work Degree apprenticeship entry criteria with a planned report for SLT in Adults services. It has been agreed to expand the original criteria for applications to provide more employees the opportunity to apply for the apprenticeship.</li> <li>• Adults are creating 2 x Adult Social Care apprenticeships aimed at school leavers (Pilot) –interviews are scheduled to take place week commencing 12 September 2022.</li> <li>• ICT are creating 3 x ICT &amp; Digital apprenticeships: 1 x Level 3 Azure Cloud Support Specialist and 2 x Level 4 – Software Engineer and a Development Ops Engineer. We are working with an apprenticeship provider to recruit to these roles.</li> <li>• Creating a Level 3 Digital apprenticeship in the Inclusive Economies Team to support the employment and skills agenda.</li> <li>• Recruitment to an apprenticeship in STAR Procurement is taking place currently.</li> <li>• HR attended the first meeting of the joint GMCA Good Landlord apprenticeship scheme and a start date of April 2023 was agreed.</li> <li>• Attended the Head Teachers Briefing to update and promote apprenticeship that are available for schools and one of the schools is considering taking on an Apprentice in Sept.</li> </ul>

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<p><b>Apprenticeships and Work Placements cont.</b></p> <p><b>Apprenticeship Levy Transfers</b></p>	<p>Supporting 16-24 year olds to gain meaningful high quality placements and job opportunities</p> <p>Help maximise the levy spend and support businesses in Trafford to take on an apprentice</p>	<ul style="list-style-type: none"> <li>• We offered nearly 30 work experience placements to Trafford’s young people from June – Aug 2022.</li> <li>• A planned refresh of the council’s work experience offer is planned for Summer 2022.</li> <li>• To date we are funding 8 Trafford businesses via our levy transfer process which includes 12 Trafford residents undertaking an apprenticeship including 6 x Adult Social Care Apprenticeships and 1 x Early Years.</li> </ul>
<p><b>T-Levels</b></p>	<p>Support meaningful 45 day placements for Trafford College T-level Students.</p>	<ul style="list-style-type: none"> <li>• The placement in the OD team is to continue in September 2022 due to the positive outcomes so far.</li> <li>• This placement is also been used as a case study by the ESFA .</li> <li>• A further placement was offered to a student at the end of their course, who has go onto gain a 10 week casual role supporting the role out of MS 365</li> </ul>
<p><b>Internships</b></p>	<p>Supporting work experience in partnership with UA92 &amp; United Response.</p>	<p>The 2<sup>nd</sup> cohort of students from Loreto College started their placements in Libraries in April 22. This included a week of training delivered by Access Trafford.</p>