



TRAFFORD  
COUNCIL

Trafford Council People Strategy  
**'EPIC YOU'**  
Building a Winning Culture  
**2020-2023**



**Cllr Tom Ross**

Executive Member for Finance &  
Governance



**Sara Saleh**

Deputy Chief Executive & Corporate  
Director of Strategy & Resource

*"Our belief is that if you get the culture right, most of the other stuff, like great customer service or building a great long-term brand, or empowering passionate employees and customers will happen on its own."*

**Tony Hsieh**

*"Culture is not a surface phenomenon, it is our very core."*

**Edgar Schein**

# Introduction

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Trafford is a thriving, diverse, prosperous and culturally vibrant borough sitting at the heart of Greater Manchester. As a council, we already have a great story to tell with bold ambitions to modernise the way that we deliver services across our borough, working closely with our partners and our total resource base to reduce duplication, utilise our digital capabilities where we can and maximise the Trafford pound.

Our corporate plan sets out our strategic priorities that we think are key to enabling our residents, businesses and our people to thrive. These are underpinned by our EPIC values that will empower our colleagues to be innovative and solution focused to achieve better outcomes for our people in Trafford.

Working collaboratively with our partners, we will ensure that we recognise our diverse communities by aspiring to have an inclusive workforce that reflects our community and which supports our ambition to be an exemplar employer of choice.

Our People Strategy has been co-designed with our workforce and focuses on four key priorities that support the employee journey to attract, recruit and retain a continuous pipeline of talent. We want it to be a place where we nurture and grow our colleagues by enabling succession opportunities through structured career progression. It outlines how we will support our workforce to balance work and a healthy lifestyle and in doing so bring our Trafford vision to life for a place where people start, age and live well.

The Executive is fully committed to making Trafford a great place to work, and working in partnership across the strategic Greater Manchester landscape, we have embedded Greater Manchester's Good Employment Charter.

Our people are at the heart of our ambitions to make Trafford a great place to work. By role modelling and embedding our EPIC values and behaviours across our workforce, we aim to have an inclusive and enabling culture that is supportive, respectful and high performing that helps us to meet our ambitions to be an exemplar Employer and where people will want to be part of our exciting story.

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# Our Vision & Corporate Priorities

At Trafford we are all driven by a clear purpose, we want to make Trafford a place "where all our residents, communities and businesses prosper."

Our vision is about giving people in Trafford greater choice about where they live; to build and sustain thriving communities; and to develop areas which we can all take pride in. Our overarching aim is to make Trafford a place where residents start well, live well and age well.

Our Corporate Plan explains how we will achieve our vision and work together to deliver for all of our residents, communities and businesses. We have committed to 3 key Corporate Priorities that we will focus on until 2024.

- 1. We will** work with people, communities and partners, particularly in deprived areas, to improve the physical and mental health of all our residents.
- 2. We will** tackle the root causes to prevent people from falling into poverty and raising people out of it.
- 3. We will reduce** our carbon footprint and tackle the impact of climate change.



**Reducing health inequalities**



**Supporting people out of poverty**



**Addressing our climate crisis**

Our people strategy sets out the strategic direction for our people. It sets out the people interventions required to make sure that we develop as a Council, live our values and ultimately are able to deliver our corporate vision and priorities.

# Our EPIC Values

## We EMPOWER

We inspire and trust our people to deliver the best outcomes for our customers, communities and colleagues.

We encourage each other to grow, learn and work independently so that we can create and innovate to get the best possible outcomes. We will embrace a learning culture.

## We COLLABORATE

We build relationships, collaborate; treat people as equal partners and work together to make things happen.

We take ownership of our actions and decisions and recognise that achieving our priorities is a shared responsibility.

We share our skills, knowledge, experience and insights openly to achieve the best possible outcomes.



## We are PEOPLE CENTRED

We value all people, within and external to the organisation and give those around us respect.

We will act with honesty and integrity in all that we do, and create an environment that enables everyone we work with to thrive and succeed.

## We are INCLUSIVE

We are committed to creating an environment that values and respects the diversity and richness that differences bring.

# Our offer

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Our **total rewards package** includes competitive salaries, a great pension and supports **work life balance** with a range of family friendly employment policies and benefits.



Our **EPIC You Health and Wellbeing Strategy** delivers a range of health and wellbeing interventions to the workforce. It provides a Trafford 'workplace' that encourages and enables colleagues to lead healthy lives and make choices that support positive wellbeing.



Our **Trafford Leadership Development** Pipeline programme will underpin our ambition for leadership excellence and provide a talent pipeline from aspiring leaders to corporate leadership team.



Our **Learning and Development offer** is underpinned by a refreshed performance management framework, '**Engage | Achieve | Aspire**' and our **EPIC Pioneers** champion and support all people engagement interventions.



Our staff groups (BAME, Carers, Disability and LGBTQ+) provide **support and networking opportunities** and promote equality, diversity and inclusion within the Council.



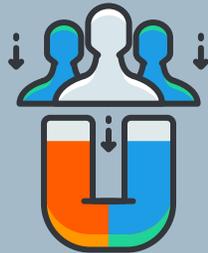
We offer a **number of career development** pathways from apprenticeships through to professional and specialist practitioner level.



# The Strategy

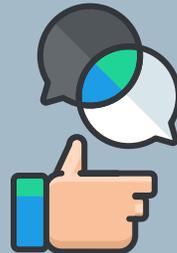
Our **EPIC People Strategy** is centred on **four key pillars** - Recruit, Retain, Grow, Sustain - ensuring that the employee journey is a really **positive experience** and one where we recruit and nurture talent, take care of ourselves and provide everyone with the potential to **be the best they can be**.

## RECRUIT



**Attract & recruit** colleagues who are skilled, motivated and **embody our values**

## RETAIN



**Engage & retain** our workforce with a **good employment deal** and structured career **development & progression** aligned to our corporate vision

## GROW



**Grow & nurture** our workforce at all levels **investing** in workforce development opportunities **for all colleagues**

## SUSTAIN

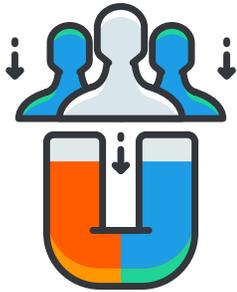


**Embed & sustain** changes to culture to ensure **long term success**

# Priority 1 Attract and Recruit

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**What we plan to achieve:** Attract and recruit colleagues who are skilled, motivated and embody our values.



## We will...

- review, modernise and digitalise our recruitment and selection processes so that we attract the best people across our communities.
- develop and roll out values based recruitment to ensure we recruit candidates who are a culture fit along with a role fit.
- provide an EPIC on-boarding and induction for all colleagues that will support and promote our culture and values and enable people to get off to the very best start.
- work with partners to deliver a talent pipeline into the Council from the Trafford community.
- ensure our pay structure is equality compliant and undertake annual reviews
- continuously review our remuneration and benefits strategy to ensure we are commercially competitive & attractive.
- ensure our lowest earners receive fair pay and encourage adoption of the living wage across our partners.

RECRUIT

RETAIN

GROW

SUSTAIN

# Priority 1 Attract and Recruit

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## Our Success Measures



- Improved recruitment turnaround times
- Embed alignment of our values into all interview and candidate assessment processes
- Increase in appointments from under-represented groups
- Provide all new employees with the EPIC induction programme
- Review our remuneration and benefits package on a regular basis
- Conduct annual Equal Pay Audits as required
- We pay the living wage

RECRUIT

RETAIN

GROW

SUSTAIN

# Priority 2 Engage and Retain

**What we plan to achieve:** Engage and retain our workforce with a good employment deal and structured career development and progression aligned to our corporate vision.

## We will...

- define and develop leadership vision, values and cultural norms for all leaders to role model leadership excellence.
- launch and embed a new performance framework which embeds our EPIC values, so we focus on the “how and the what”.
- launch our Employee Engagement Survey and ensure that feedback shapes action plans to support improvements and priorities.
- deliver quarterly engagement events to support all colleagues to understand our values and to engage and communicate key messages.
- ensure our people are at the heart of all of our strategic planning activities and we recognise and celebrate diversity in our workforce.
- take an inclusive approach when we write our people policies and do this in collaboration with our colleagues, ensuring that our policies embody our values. We will support managers to apply these fairly.
- support and promote good work life balance and positive health and wellbeing for all our colleagues.
- recognise, value and celebrate our colleagues successes.



RECRUIT

RETAIN

GROW

SUSTAIN

# Priority 2 Engage and Retain

## Our Success Measures

- A leadership offer in place and accessed by senior and aspiring leaders. Succession plans for leadership roles in place and being actively managed
- Our values are defined and our performance framework rolled out to staff
- An engagement survey undertaken and we act on feedback received
- Engagement with staff is taking place through formal and informal networks and EPIC Pioneers in place to support feedback
- We achieve a benchmark completion target for the engagement survey of 40% of the workforce and increase participation levels year on year
- A refreshed Corporate Equality Strategy with targets for achieving improvements
- HR Policies are refreshed supporting People Management best practice and our epic values
- EPICYou health & well-being strategy is refreshed and action plan in place
- Target of 8.5 days sickness absence is achieved and maintained
- The number of staff accessing flexible working options increases
- Decrease in colleagues citing flexibility as a reason for leaving



RECRUIT

RETAIN

GROW

SUSTAIN

# Priority 3      Grow and Nurture

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**What we plan to achieve:** Grow and nurture our workforce at all levels, investing in workforce learning and development opportunities for all colleagues.



## **We will...**

- develop a coaching culture and support leaders to develop their skills in this area
- create career paths and succession plans to ensure that all colleagues maximise their career potential at Trafford.
- offer a high quality, structured work experience programme for care leavers, apprentices, long term unemployed, graduates and returning carers.
- deliver a programme of learning and development that supports colleagues to be the best they can be in their roles with allocated time for learning.
- equip managers with People Manager skills and tools to manage their teams effectively.
- raise the profile of equality, diversity and inclusion as an important feature of our people management responsibilities.
- ensure that our working environment is healthy, safe and that all risks are minimised.

RECRUIT

RETAIN

GROW

SUSTAIN

# Priority 3      Grow and Nurture

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## Our Success Measures

- Feedback from staff engagement survey on quality of leadership and management
- Achieve a 5% increase of internal promotions through succession
- Increase in numbers of job family career paths
- Deliver a number of care leaver and work experience placements
- Meet Apprenticeship targets and maximise levy spend
- Learning & Development offer in place
- EPIC Manager offer in place
- Recruitment and Selection training accessed for all chairs of panels
- Effectively undertake risk assessments
- Refreshed Health and safety offer and accessed as part of EPIC Manager offer
- Provide a comprehensive and transparent six month and annual Corporate Health and Safety Report detailing our health and safety performance
- Deliver an evidenced based and focused annual health and safety improvement plan to support effective risk management
- A refreshed health and safety training programme as part of our EPIC Manager offer



RECRUIT

RETAIN

GROW

SUSTAIN

# Priority 4 Embed and Sustain

**What we plan to achieve:** Embed and sustain changes to culture to ensure long term success.



## We will...

- clarify our HR Service offer and continually evaluate our service to ensure we are delivering the very best service.
- continue to lead the culture change journey with the support of our EPIC Pioneers to ensure we have a culture where colleagues are able to share their strengths, skills, knowledge and experiences openly.
- embed coaching as the tool to support our managers with achieving successful solutions to complex people issues.
- collaborate with our local authority colleagues to share best practice and pool resources and expertise across the public sector footprint.

RECRUIT

RETAIN

GROW

SUSTAIN

# Priority 4 Embed and Sustain

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## Our Success Measures

- Develop and put SLA's in place to outline HR service offer for clients
- Maintain People directory on who's who on our Intranet pages
- Learning and Development HR system self-service is available for all staff to book and record learning events
- Roll out EPIC change programme
- Embed HR delivery model
- A reduction in ER cases
- Consider and access public sector colleagues peer support as required to ensure knowledge and skills are shared



RECRUIT

RETAIN

GROW

SUSTAIN

# Making it happen

## The HR Service Delivery Model

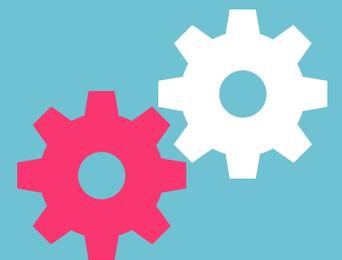
Operate as a complementary partner to the Greater Manchester Shared Service creating a platform for future HR talent.

A HR structure that offers clearly defined career pathways, improved development opportunities and supports succession planning for the HR function.

### **HR supporting modernisation and growth**

Support and drive cultural change across the council and our partners equipping our colleagues to be ready for and engage with change.

Responds to the need for smarter working, is more resilient and business responsive and be true business enablers in delivering a seamless service of excellence for customers.



# Making it happen

## Who we are and what we do

The **HR Service** will work in strategic partnership as true business enablers with our client managers and partners to deliver our people priorities as outlined below.

Working with our **Greater Manchester Shared Service colleagues** we will provide timely advice and guidance on all people matters ensuring that we meet our clients' needs by adopting a **people centred and solution focussed approach**.

We will continuously **enhance our people systems and processes** and using people metrics will support informed decision making and priorities of focus for the service.

We will **role model our values and behaviours** and actively promote an inclusive and enabling culture so that our colleagues can **be the best they can be**.

Continue to embed **a culture of fairness, inclusivity, openness and transparency** across our workforce and in all of our relationships with partners

