

TRAFFORD

PEOPLE PLAN 2025/28



Introduction

We are proud of our people and the progress we have made in making Trafford a great place to work, do business with, and call home. We know that our people are our greatest strength and that every day our committed colleagues go above and beyond to make sure we support our residents, businesses and communities to thrive.

Even though many parts of Trafford are prosperous by Greater Manchester's standards, people in some areas face hardship in their daily lives. That's why healthy and independent lives for everyone is a priority for us. We want to raise living standards and life expectancy across the borough through our commitment to maintaining a thriving economy and homes for all where the best start is possible for our children and young people to flourish. Another major priority for us is addressing the climate crisis and as a Council that aspires to help people thrive, we're also committed to making sure there is culture heritage and sport for everyone. There's a lot to do, there's a lot to achieve...

Therefore, our people priorities are simple. We want to attract, recruit and retain talented people from across our communities who are proud and passionate to work for us and who share our ambitions for making Trafford a great place to live and work.

Our last People Strategy was launched in January 2020 and shortly afterwards we were faced with responding to the global pandemic. During this time our exceptional colleagues rose to the challenge and stepped up to do whatever was necessary to support and keep the people of Trafford safe. The strength, commitment and resilience demonstrated during this time shows that we already have an epic workforce.

We will undoubtedly face many more challenges and opportunities over the next three years as we set out to achieve our corporate priorities. It is, therefore, critical that we continue to support our people to be skilled, resourceful, and resilient. It's equally as important that we create an environment where our colleagues feel valued and are empowered to deliver their very best work so that our residents, business and communities of Trafford can thrive.

We are delighted to share our refreshed People Plan. This Plan builds upon the great work that we have already achieved and sets out our People Priorities and areas of focus for the next three years for becoming an even greater place to work.



Councillor Tom Ross

Leader of Trafford Council



Sara Todd

Chief Executive

Place Lead for Health and Care Integration, NHS GM Trafford

Our Vision



Our Values

We are immensely proud of our EPIC values, which were developed in collaboration with our colleagues in 2019. Our values continue to help us shape our culture and provide a clear framework for how we make decisions and work together to achieve our corporate priorities. Our values are integral throughout our People Plan and underpin the work outlined in the 4 pillars of our plan.

WE EMPOWER



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

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.

WE ARE INCLUSIVE



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

WE COLLABORATE



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

Our Progress to Date...

Since our last People Strategy was launched we have made some good progress, below is a snapshot of some of our collective achievements.

Work with us

- Designed and launched our Values Based Recruitment Programme. Upskilling 336 colleagues to date.
- Delivered our kick start programme. Offered 26 placements which lead to 13 young people being successfully offered further employment opportunities.
- Delivered a Supported Internship Scheme enabling 5 young people to successfully complete the programme.
- Automated our Vacancy Approval Process to increase visibility of the process for hiring managers across directorates.
- Signed the Greater Manchester Pledge.

Learn and grow with us

- Launched our LEAP into Management, Leadership and Senior leadership apprenticeship programmes.
- Developed an in-house coaching offer. Upskilling our own pool of Coaches who have collectively supported 62 colleagues with their personal development.
- Designed and launched our EPIC manager programme, delivering 28 cohorts and upskilling 315 managers to date.
- Launched a core member induction programme for all newly elected members.
- Supported 29 Colleagues to undertake the Social Work Degree Programme.

Belong and connect with us

- Designed and Delivered 2 Leadership Summits and 57 Leader's Let's Talk & Colleague Sessions.
- Delivered our b-Heard survey in 2022 Achieving 'One to Watch' Status and increased overall engagement score of 649.7.
- Increased our b-Heard scores in areas relating to Leadership, My Manager, Personal Growth, Wellbeing and Giving Something Back.
- Refreshed and revised our wellbeing offer with a calendar of events and a range of toolkits and resources in place.
- 5 Staff forums in place, with CLT Sponsorship and who are helping to shape new solutions to how we work together.

Stay and thrive with us

- Achieved Real Living Wage Accreditation & Member status of the Good Employment Charter.
- Introduced Bike mileage scheme.
- Implemented Trafford SMART Working Styles.
- Delivered 2 Time to Shine Events.
- Achieved member status of the GMB Domestic Violence Charter.
- Launched "Your Safety, Your Wellbeing" along with a range of toolkits to support managers and colleagues.
- Achieved "Carer Confident" Accomplished employer status.
- Launched our new shared cost AVC Scheme.
- Signed up to the Age Friendly Employer Pledge.

How did we shape our People Plan?

Our People Plan has been shaped by the ambitions laid out in our corporate plan and influenced by other strategies that underpin and support us to achieve these priorities. We have also worked closely with our people and partners to ensure their voices and feedback are reflected throughout the plan and our priority areas over the next 3 years.

To help shape this plan we...

- Listened to feedback shared at our Colleague and Leaders Let's Talk Events.
- Engaged with our Staff Forum Groups, Trade Union Colleagues, Mental Health First Aiders and Pioneers.
- Listened and learned through briefings delivered at every Departmental Management Team meeting.
- Consulted with our Corporate Leadership Team and Executive Members.
- Revisited and reviewed our b-Heard employee survey results where 1,013 colleagues shared their feedback on questions related to leadership, personal growth, wellbeing and management.
- Reviewed external research and best practice from organisations such as the Chartered Institute of Personnel and Development, Best Companies and the Local Government Association (LGA).
- Surveyed colleagues to ask we do well and what we could do better to recruit, retain, develop, and engage with our people.
- Analysed our recruitment and workforce data, insights, and feedback such as our exit interviews.

Our People Plan is framed around each stage of the employee lifecycle and is underpinned and supported by working in partnership with Greater Manchester Shared Services and by playing an active role with our wider partners across Greater Manchester.

This plan is intended to be a live document, which may change in line with new, priorities, new thinking and new feedback and whilst our Plan is supported and enabled by our HR Team, it belongs to all of us that work at the Council.



Our 4 Pillar Plan



Work with us

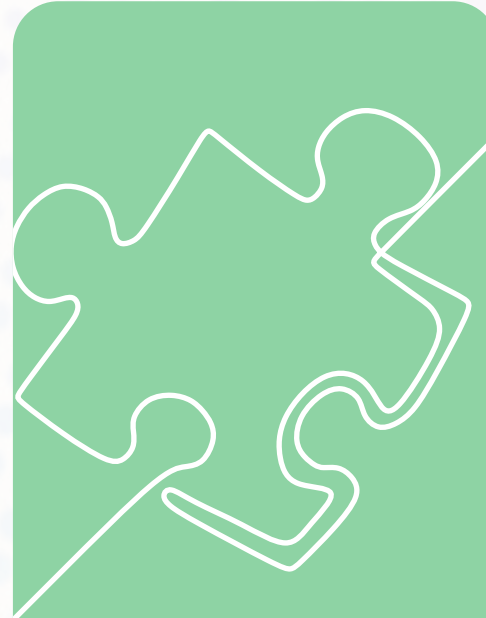
We are an employer of choice with a clear and defined employer brand. Through our modern recruitment practices we attract a diverse and talented range of people from our local communities and beyond, who are proud and passionate to work with us.



Learn and grow with us

Everyone has access to informal learning and development opportunities that equip them with the right knowledge and skills to do their best job and develop their careers with us.

Our offer continually evolves and focuses on the skills needed today and the skills needed for the future.

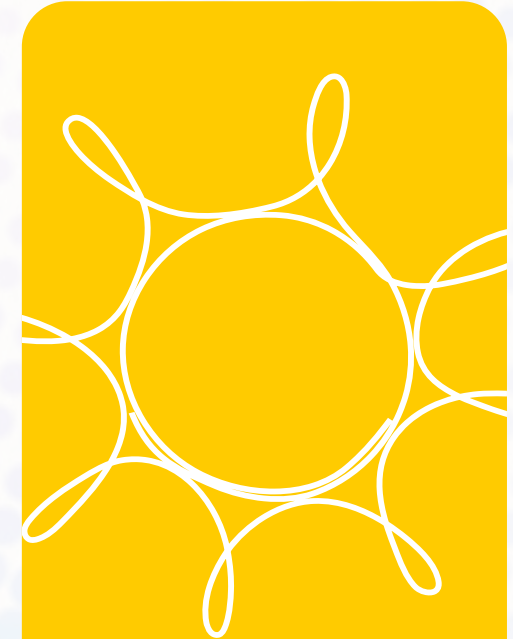


Belong and connect with us

Our EPIC values and behaviours are lived and demonstrated by all our people in the way they do their work and the decisions they make.

All our people connect with our corporate vision and priorities and understand how their voice can make an impact how we work together.

We champion wellbeing and celebrate diversity.



Stay and thrive with us

We have a strong employment offer and flexible working practices with clearly defined roles that motivate and support our people to do their best work.

Our people are recognised and rewarded for a job well done and feel valued.

**WORK
WITH US**



Work with us

Introduction

We want to attract and recruit talented and skilled individuals who are proud and passionate to work with us. We know this is critical to our continued success and vital in supporting us to achieve our corporate priorities.

Our ability to recruit and retain people is impacted by ever increasing financial restraints, cost of living pressures, changing demographics and post pandemic trends. We are not alone in facing these challenges and that's why we are doing all that we can to promote and celebrate Trafford as an EPIC Place to work.

Despite the above challenges our turnover rate has remained stable at 10.3% and we continue to think creatively about how we design roles and career graded opportunities so that we attract and grow our own talent, specifically in areas where there are skills shortages.

As one of the largest employers in the borough we have an integral role to play in offering opportunities to those who need them most. We will strengthen and expand our entry level careers offer by providing more apprenticeships, supported internships, T-Levels, work experience and graduate placements so we attract to a multi-generational workforce to work with us. This was something our people said was key moving forward and reflected in our engagement survey in 2022.

A successful Trafford is one that has a workforce that is reflective of the communities we serve. We will continue to collaborate with colleagues in our BAME staff forum and other community groups and equality networks to increase opportunities to residents from ethnically diverse communities and take positive action to increase the diversity of our workforce at all levels.

Our colleagues told us that we have a great story to tell, and that we should do even more to sell Trafford as a great place to work.

We will focus on defining a clearer and more compelling "employer brand." A brand that celebrates the benefits, breadth, variety and rich purpose that a career at Trafford has to offer. We will further develop our Greater Jobs website to reflect our employer brand and use social media channels to share our story and shout out loudly about Trafford – as a great place to work.

We recognise that a one size approach doesn't fit all. How we recruit to legal roles will be different to how we recruit people to work in our schools and care homes, but our values will remain the same. We will continue to build our presence at local careers fairs and community events and strengthen our connections with schools, colleges, universities, and community groups.

We know that there are significant national challenges to attract and retain social workers, specifically with Children's Services. In 2024 we had on average 4.76 social worker vacancies a month. We have taken steps to encourage colleagues to join us permanently and we have maintained a consistent pay-rate for agency staff across Greater Manchester by signing the GM Pledge.

Alongside signing the pledge, we have started to build stronger connections and relationships with schools and colleges to promote careers in social care and have delivered bespoke recruitment campaigns and webinars to attract candidates to apply for social work roles with us.

We have made great progress in growing our own talent by supporting 29 colleagues to undertake the social work degree apprenticeship programme. We recognise there is still more to do nationally and locally in this space.

And finally... Our people were clear that they want an innovative, modern recruitment processes and systems. We will maximise the opportunities of our new Applicant Tracking System to make our processes leaner and timescales shorter so that the candidate experience is as great as possible.

Our Focus 2025 – 2028

- **Improve and increase access to entry level roles** – We will strengthen and expand our entry level careers offer by providing more apprenticeship opportunities, internships, Graduate and T-Level placements.
- **Improve our Work Experience Offer** – We will define a corporate work experience process and offer, and proactively promote this to schools, prioritising opportunities to care leavers and those from ethnically diverse communities.
- **Increase the number of career graded roles** – Specifically for roles where we experience low retention and attraction rates. We will use the apprenticeship levy to help us develop and grow our own skills and support people to develop their careers with us.
- **Define an employment offer for our care experienced cohort** – In line with our Corporate Parenting responsibilities we will work collaboratively with our colleagues in Children’s Services and Inclusive Economies team to design an offer that can provide a great start to a career in local government.
- **Develop a Clear and Compelling Employer Brand** - Our brand will centre around our EPIC Values and promote the benefits, variety and purpose a career at Trafford can bring.
- **Develop our Greater Jobs and Council Website Content** - We will continue to update and develop content for our Greater Jobs Website that reflects our employer brand. We will widely promote this content.
- **Increase our Social Media Presence** – We will proactively use social media channels to promote roles and careers at Trafford alongside our employer brand.
- **Increase our Community Engagement** – We will work more closely with our communities and community groups to increase awareness of the roles on offer at Trafford and offer more bespoke support for candidates from ethnically diverse communities to apply for our roles.
- **Improve our recruitment process and systems** – We will improve, automate, and modernise our processes. We will maximise the opportunities of our Applicant Tracking System (ATS) to improve the candidate and hiring manager experience by streamlining our processes and using improved data and report outputs to shape our service delivery.
- **Strengthen Partnerships** – We will build stronger partnerships with schools, colleges and universities to help us expand our channels to attract future talent.
- **Review and refresh our onboarding Process** – We will review and modernise our onboarding process to make use of digital developments and to ensure all successful candidates receive a warm welcome to Trafford.
- **Deliver targeted recruitment programmes** - We will work with Directorate/Communications Leads to deliver targeted recruitment campaigns for adult and children’s social care roles and support the reduction of agency staff through the GM pledge. We will further develop specific content to promote roles in this sector on our Greater Jobs website.

**LEARN AND
GROW WITH
US**



Learn and grow with us

Introduction

We know that investing in learning and development has a flood of positive outcomes for our people and our organisation. In an ever-changing world, a modern and innovative learning and development offer is central to our success. It supports us to attract and retain talented people and stay one step ahead of the curve.

We recognise that the skills we have today are not necessarily the skills we need for our future growth. We want to ensure our offer not only supports people to develop in their roles and their careers but focusses on developing critical skills that underpin our corporate plan and that help us achieve our 5 corporate priorities such as digital skills development and a continuing focus on change management and leadership development.

Developing our current managers and aspiring managers remains a priority. We will continue to invest in their development so that they can role model our values and behaviours. We will upskill all our managers in core coaching skills and techniques so that coaching becomes part of everyday management and leadership practice.

Our current pool of qualified coaches deliver an invaluable service to colleagues, supporting their personal and professional development. We recognise that we have not yet maximised their potential and will invest in their development and further promote the benefits and value of coaching to support us to embed our coaching culture.

Trafford, like many other organisations has an older workforce. To future proof our workforce and ensure talent continuity we will develop a more robust and formal approach to talent and succession planning focusing on leadership and specialist roles. We will work with Directorates to identify jobs, skills and potential competency gaps and design a new leadership behaviour framework.

To enable the growth and development of those identified under succession or as talent for the future, we will design a programme to support our senior managers and our next generation of leaders to step more seamlessly into senior leadership roles. This programme will compliment our existing EPIC manager programme and LEAP into Management and Leadership Programmes.

We know through our engagement survey and feedback that some colleagues do not feel as strongly as others that the “training provided is of benefit to them personally.”

We will strengthen our learning offer for colleagues who do not have line management responsibilities and develop a range of learning resources and courses, to empower colleagues to self-direct their learning. Whether this is to support them to be the best they can be in their current role or supports their career development. More formally our Apprenticeship levy is one source of funding that we will continue to utilise to help strengthen our formal learning offer to all colleagues.

This includes continuing to work with and support our Adults and Children’s Directorates to strengthen and develop the support and learning offer to our newly qualified and experienced social workers.

Where possible, we will capitalise on digital enhancements, such as our new share-point site and our e-learning platform to make sure that learning becomes more agile, accessible and engaging.

And finally... We will continue to embed learning into the culture of the organisation and help our people become life-long learners. This means recognising that learning can take place formally, informally, and in a social context. It goes beyond just offering a set list of available courses.

Our Focus 2025 – 2028

- **Promote learning and Apprenticeship Opportunities** – We will refresh our intranet pages and continually promote the learning opportunities both formal and informal that are available at Trafford. This includes opportunities available through our apprenticeship levy and upskill programme.
- **Strengthen our Coaching Programme** – We will develop and increase our existing pool of qualified coaches. We will promote and increase reach and uptake of this service.
- **Develop a Talent and Succession Framework**- We will develop a more formalised approach to identify future talent and succession planning for senior leadership and specialist roles. We will design a leadership behaviour framework to support us to create a consistent leadership culture.
- **Develop a senior leadership development programme** – We will develop and deliver a bespoke senior leadership programme to support our heads of service and service managers to develop the competencies within our leadership behaviour framework.
- **Deliver targeted Equality, Diversity and Inclusion learning** – We will mandate anti racism, diversity and inclusion training for all elected members and senior staff as part of our Race Equity Strategy.
- **Increase training attendance** - We will work in collaboration to promote and encourage attendance on training that supports awareness raising and achievement of our corporate priorities.
- **Maximise the opportunities of digital developments** – We will utilise all available digital developments to increase and develop our learning offer and use these developments to encourage formal and informal learning.
- **Strengthen our learning and support offer to Social Workers** – We will work in collaboration with service development leads to strengthen our learning and development offer to newly qualified and experienced social workers to support their professional growth and increase retention.
- **Introduce a broader Learning Offer** – We will design and deliver a programme of courses to support all colleagues to develop in their day-to-day roles and to support their career progression and wellbeing.
- **Co-Design and Develop a Digital Skills Programme** – We will support our colleagues in IT to enable them to provide a blended programme for digital skills development to ensure that we have a digitally skilled and enabled workforce.
- **Introduce, evaluate and build upon the GM Inclusive Leaders Programme** – In collaboration with GMCA we will introduce a positive action development programme to help more staff from diverse groups to develop and progress. We will evaluate and build upon this programme.
- **Increase coaching capabilities across our leadership population** - We will upskill all our managers and leaders with coaching competencies and skills to help embed coaching in everyday leadership and management practice.
- **Implement our new E-Learning System** – We will improve our users experience and review corporate and job role specific requirements to make sure that time spent by colleagues on their personal development is targeted and relevant.

**BELONG AND
CONNECT
WITH US**



Belong and connect with us

Introduction

We want Trafford to be a place where everyone connects with our vision, priorities and values and feels engaged and empowered to shape the work they do and contribute to making Trafford and EPIC place to work. .

We know that feeling connected to the jobs that we do and understanding the part that we play in contributing to the overall goals of the organisation has an immense impact on employee engagement. We want all colleagues to have a clear sense of direction and a shared purpose, irrespective of which directorate they work in or role that they do. Over the next 3 years we will bring our corporate plan and priorities to life to make them meaningful and purposeful to all.

To help colleagues to further connect with our priorities and values and to have impactful conversations we will also review, refresh, and explore if we can digitalise our EPIC Check in process. Colleagues told us that whilst the current form has had a positive impact on the quality of conversations, it is not always easy to navigate or applied consistently across the organisation.

We have worked immensely hard over the last few years to develop our culture to reflect our EPIC values. Our EPIC Pioneers have played a key role in supporting us to promote and embed our values. Over the next 3 years we will focus on growing our network of Pioneers to support us to deliver a programme of activity that will re-energise and further embed our Values. This will help ensure that wherever anyone works in Trafford, we are consistent in how our values are lived and role modelled. This is something our people told us is important to them.

Our staff groups have also played an instrumental role in shaping the work that we do and supporting positive solutions to challenges. An example of which is the introduction of the Working Well Passport.

This was introduced as a direct result of feedback from our disability staff group. In our work to shape this plan our colleagues told us this passport has already had a positive impact.

We will continue to promote and collaborate with all our equality and diversity staff groups as we recognise that it's important to have safe spaces for our people to network, listen and contribute to discussions.

Alongside our informal engagement channels our engagement survey enables our workforce to share their voice on key factors of engagement such as management, leadership, personal growth, and wellbeing. We will undertake a further survey and encourage more people to participate and share their views so that we continue to listen and act upon their feedback.

There are already lots of opportunities to engage and network with colleagues in Trafford such as Our Leadership Summit and Let's Talk Events provide colleagues with the opportunity to engage with our Corporate Leadership Team and network with each other. We will continue to shape these events based on participant feedback and to spotlight the work being undertaken under each of our corporate priorities

We recognise that there can be challenges in working and balancing home life. Alongside our employment policies and flexible working options, we know that having colleague wellbeing regularly on the agenda, helps us to normalise a range of topics and makes it easier for colleagues to feel empowered to look after their own wellbeing. Supporting a culture of wellbeing will continue to be a key priority.

And finally... We will continue to promote and champion the benefits of volunteering so that all our colleagues can connect to Trafford and the communities that we serve. We will review our policy and seek to increase opportunities for all.

Our Focus 2025 – 2028

- **Reinvigorate and reinforce our EPIC Values** – We will design a programme of activity centred around our values and behaviours. We will bring our values to life further with visual cues, case studies, stories and toolkits and through informal and formal learning events and two-way communications.
- **Increase our EPIC Pioneer Membership**– We will recruit more pioneers and celebrate and promote the work of our pioneers through digital channels an
- **Deliver Our Leaders and Colleague Let’s Talk Sessions** – We will continue to deliver our Let’s Talk Sessions to managers and colleagues. We will shape the development of these sessions based on feedback from our colleagues, whilst updating on progress and activity against our corporate priorities and EPIC Values.
- **Deliver an annual Leadership Summit** - We will build on our 2023 Leadership Summit and deliver a yearly summit to leaders across the organisation.
- **Develop a programme of engagement centred around our corporate priorities** – We will work in collaboration with our communications team to promote and embed our corporate priorities across the organisation. We will capitalise on digital developments to foster two-way communications to aid staff understanding of progress and important updates.
- **Deliver an All-Colleague Survey and act upon feedback** – We will continue to use this feedback to shape our corporate employee engagement action planning alongside regular reporting and “you said... we did” updates to ensure we continuously improve as an employer.
- **Refresh and Relaunch our EPIC Check in Paperwork and process** – We will streamline and explore how we digitalise our check in process so that it is more user friendly and easier for us to capture the outcomes and data of conversations relating to objectives, values, personal development, and succession planning.
- **Develop our Wellbeing Action Plan** –Renew this annually to ensure it underpins our People Strategy. This will build upon the current schedule of events to include but not limited to, promoting our Occupational Health Provision, Mental Health First Aiders, and delivering a variety of wellbeing training for all colleagues, focusing on key areas such as resilience and digital wellbeing alongside further developing our wellbeing offer to managers.
- **Design and Deliver a Corporate Induction Programme** – We design an induction programme that helps colleagues to feel connected to us from the start and to understand the role they and others play in shaping and contributing to our success.
- **Promote volunteering opportunities** – We will continue to promote and encourage colleagues to undertake volunteering opportunities to give something back to our local communities.

**STAY AND
THRIVE WITH
US**



Stay and thrive with us

Introduction

Alongside attracting talented people to work for us it is key that we also retain our people by creating the right conditions for all to stay and thrive with us.

We know that a strong employment offer has at its core, fair pay and benefits, meaningful roles, and an inclusive and supportive culture. We are proud of the progress we have made in achieving Member status for the Greater Manchester Good Employment Charter and being a Real Living Wage Accredited Employer. Having achieved our accreditation, we will maintain our Age Friendly pledge in 2025, to sit alongside our wide range of accreditations that demonstrate we are an Inclusive and fair employer.

Whilst we are committed to attracting a diverse range of talented people to work with us, it is also important that we retain all colleagues especially those with specialist skills and who work in roles where skills are scarce. Alongside formalising our talent and succession framework, we will provide qualification routes linked with salary progression in career grades, so that colleagues can choose to stay with Trafford and excel in their chosen field.

In feedback from the last b-Heard survey in 2022, colleagues told us that they felt that some roles and responsibilities are not defined within teams as they could be. We will review the way we design jobs and refresh our role profiles to enable greater role clarity.

To ensure the employee experience is the best it can be we will continue to support managers to be great People Managers. To compliment the EPIC Manager Programme, we will deliver a bespoke "How to HR" programme to help managers feel more confident and empowered in their roles. This will also help colleagues to feel that employment policies and processes are applied consistently. This came through strongly in feedback.

The challenges around cost of living and increased inflation have contributed to concerns around income and this was also feedback to us in our b-Heard survey (2022). We have worked hard to make sure that we offer a fair and competitive pay structure and that it meets equal pay compliance. Our equal pay audit will help us to identify where we may need to make some changes.

Alongside pay, it's important that we keep our ways of working under review so that our colleagues feel able to be their best and thrive at work. Colleagues told us following the pandemic that they wanted more flexibility in how they performed their roles, and so we introduced our 'smart working styles'. Colleagues were positive in their feedback about the styles and how working more flexibly impacted on their wellbeing. We will continue to periodically review our working styles to ensure that there is a balance between individual and business needs.

We also have a range of cost-effective employee benefits ranging from salary sacrifice schemes for car lease, bike to work scheme and home technology to discounted gym membership and staff discount scheme with many high street retailers, restaurants and cinemas. Our aim is to support our workforce to stay, work and thrive with us and this includes having a safe and healthy work environment.

And finally... Recognition will remain at the heart of our people priorities. We want to make sure that everyone feels valued recognised and appreciated for their part in ensuring Trafford remains a great place to work. We will continue to celebrate individual and team successes through our annual Time to Shine event, bi-monthly EPIC Star nominations and cheers for peers thank you e-cards.

Our Focus 2025 – 2028

- **Maintain our Age Friendly employer Pledge** - We will continue to demonstrate our commitment to support employment and retention of older workers underpinned by a range of supportive policies and initiatives to that they feel valued and stay with us so that we can benefit from their experience in developing our future talent pipeline.
- **Undertake an equal pay audit** – We will demonstrate our compliance with an equality proofed pay structure and consistency in pay and grading, benchmarking with our local authority & GMCA peers.
- **Embed more career grades into the pay structure** – We will create linked career grades that allow progression across multiple grades and access into senior leadership roles linked to our ambition for a talent and succession pipeline of the next generation of leaders.
- **Embed colleague recognition in all we do, enhancing our current offer** – We will deliver our EPIC stars, Cheers for Peers and annual Time to Shine and Long Service achievement events and learn year on year from what went well.
- **Enhance our workforce planning and people analytics capability** – We will invest in workforce planning capacity and use our census and protected characteristics data to inform and shape our workforce strategies to improve diversity in the workforce and especially at senior levels.
- **Refresh our role profile** – We will design jobs that have purpose and meaning, are clearly stated and understood, and colleagues can feel a real sense of achievement clearly able to see where they can make their impact in supporting achievement of Council's priorities.
- **Refresh our health and safety policy** – We will review our policy and processes so that we remain able to offer a safe and healthy work environment and all risks are minimised.
- **Continually improve the employee experience** – We will work hard to ensure we get the basics right so that from day 1, any changes to employment contracts are enacted and communicated in a timely, accurate and professional way, working seamlessly with our colleagues in the HR Shared Service and utilising digital platforms where we can.
- **Design and deliver a bespoke training programme for managers on 'How to HR'** – We will deliver a blended programme for managers focussing on people management policies and process so that our managers feel supported and empowered within their roles.
- **Maintain our accreditation to the Good Employment Charter** – Taking steps to elevate practices in the characteristics as required by the charter standards.

WORKING IN PARTNERSHIP



Working in Partnership

Introduction

Working with us also extends to the relationships we build via our partnership and collaborations. We know it is important to foster great relationships to help us respond to the challenges we face. We are always stronger together.

Since 2017, we have worked in partnership with Greater Manchester Police to provide a transactional HR, Payroll and Pension Shared Service across our workforce. It is the only non-NHS public sector collaboration of its kind in Greater Manchester (GM), and this not only saves us money, but also builds resilience and allows us to navigate complex situations more easily, because of the relationships we have built.

We provide people services to schools and other organisations across Greater Manchester. This allows schools to access support in areas such as health & safety, wellbeing, HR Consultancy, recruitment advertising, payroll, and pension services. Working with schools increases our resilience, whilst creating a conduit for schools to learn from each other. That is why we want to continue to grow our service offer and remain the service schools choose to trust with their people services, whilst responding to the challenges of academisation.

We also work in partnership with colleagues across Trafford to embed our four Equalities Strategy objectives - inclusive leadership, improving equalities workforce data collection, reducing health inequalities, and reducing hate crime. Across GM, with our local authority colleagues, we are also collaborating to embed a culture of inclusion, with a focus on a fairer Greater Manchester for all. We are working together on producing a Trafford Race Equity framework that aligns to the Greater Manchester strategy and a refreshed Equalities Strategy for 2025 onwards.

And finally... As an active member in the family of Greater Manchester Local Authorities, this has allowed us to collaborate on several key contracts, helping us to ensure we get good value for money and reducing contract management overheads. It also allows us to share best practice and data intelligence with our local authority colleagues in those common areas of employment challenge, so we don't duplicate effort and we fully maximise our people resource and budgets.



Our Focus 2025 – 2028

- **Strengthen our HR offer to schools** – We will review and update our HR Offer and explore new opportunities to deliver our services to organisations across Greater Manchester, whilst responding to the challenge of academisation.
- **Renegotiate our partnership agreement with Greater Manchester Police** – We will agree a plan for the future to ensure that our ways of working feel fair to both organisations.
- **Develop an employee relations tracker** – We will develop an employee relations tracker through our I Trent system which will enable us to report and track data more accurately.
- **Re-tender and secure our collaborative contract for the Employee Assistance Programme** – We will ensure that confidential, free, 24/7 support is available to our employees when they need it most.
- **Seek new opportunities to collaborate on people related procurement activity** – We will ensure that we secure products and services that are value for money and well supported by our providers.
- **Maximise social value opportunities in all people related contracts** - We will ensure that we understand and track opportunities to maximise value for the benefit of Trafford.
- **Improve the customer experience** – We will introduce a new digital customer relationship management (CRM) platform that will provide us with more streamline ways to communicate, with better data and reporting functionality.
- **Continue to work closely with HR networks** – We will continue to work closely together and share best practice and learning and consider opportunities to collaborate.
- **Support the achievement of a refreshed Equalities Strategy** - We will work with colleagues to update the Equalities Strategy so that from an employer perspective, we can meet our public sector duties and support our employees to thrive.

How will we measure our success?

We will keep a regular check that we are on track to deliver the ambitions laid out in this plan and will provide regular updates to our colleagues and key partners on the progress we are making.

Work with us

- Increased number of work experience placements, T-level, apprenticeships and supported internships offered.
- 85% of new starters feedback survey responses indicate a high level of satisfaction with the recruitment and onboarding process.
- Reduced time from vacancy advert to offer of employment. An average period being 10 weeks or less.
- Incremental increase in Greater Jobs website hits for Trafford roles.
- Launched our own social media channel and incrementally increased followers year on year.
- A reduction in agency spend.

Learn and grow with us

- An increased number of internal colleagues successfully completing a range of apprenticeship qualifications.
- Increased number of staff accessing our coaching service alongside a positive evaluation of colleagues who have accessed the service.
- An increase in overall engagement scores relating to specific questions under Personal Growth and My Manager.
- Succession planning process completed for all CLT, Directors, Heads of Service and identified critical/specialist roles and development plans in place.
- 80% of staff targeted attend mandatory training related to their role and achievement of our corporate priorities.

Belong and connect with us

- An increase in our response rate to our next engagement survey of 55% overall and a completion rate of 70% for staff with access to email and 25% for staff with no access to email.
- An increase in overall engagement scores relating to Wellbeing and Leadership.
- Increased attendance figures from each directorate to our Let's Talk events with incremental increases to the employee advocacy score.
- Incremental increase EPIC Check in completion rates year on year across Directorates.
- 60% attendance and positive feedback on the corporate induction programme.

Stay and thrive with us

- Decrease our turnover rate so that it is in line with or better than the local government average's.
- Reduce sickness absence days to 9.5 days by year 3 and reduce incrementally thereafter.
- Increase internal promotions to senior leadership roles alongside the diversity profile of candidates applying and successfully appointed.
- Increased completion of Exit Interview and analysis of data (per directorate).
- Decreased number of employee relations cases (per directorate).
- Maintenance of our Good Employment Charter Status and feedback actioned.
- Role Profile Refreshed.



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