

## TRAFFORD COUNCIL

**Report to:** Employment Committee  
**Date:** 9<sup>th</sup> December 2019  
**Report for:** Information  
**Report of:** Sara Saleh, Corporate Director of People

### Report Title

**To update the Employment Committee on the work undertaken to date to develop a People Strategy for 2020-2022.**

### Recommendations

**That the content of this report is noted.**

Relationship to Policy Framework/Corporate Priorities	This report underpins and supports the council's Corporate Priorities.
Financial	None.
Legal Implications:	All employment strategies are legally compliant and all employment liability risks are mitigated.
Equality/Diversity Implications	We are aiming to be an exemplar Employer of Choice with a diverse workforce representative of our communities.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	The strategy will enable the workforce to achieve corporate priorities and outcomes and supports a number of enabling strategies.
Risk Management Implications	See Legal Implications section.
Health & Wellbeing Implications	None
Health and Safety Implications	None

Contact person for access to background papers and further information:

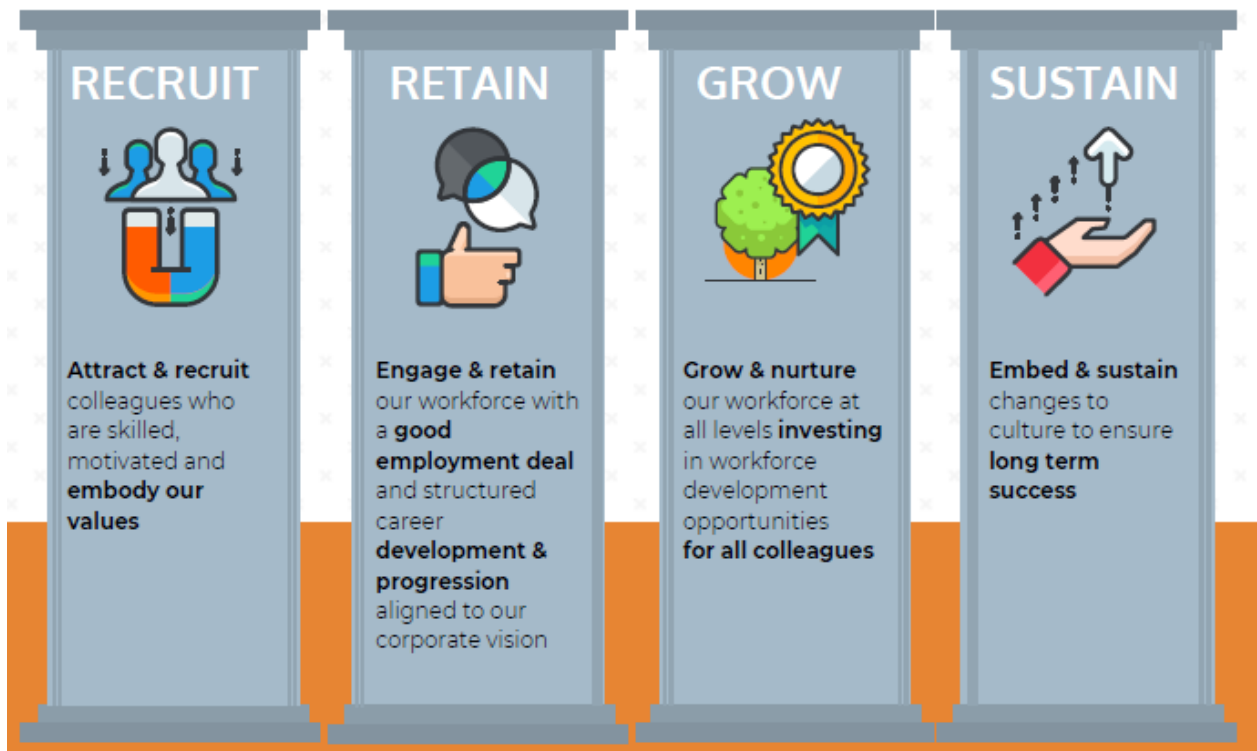
Name: Angela Beadsworth, Head of Workforce & Core Strategy

Extension: 1291

## **1. Background**

1.1 Our people are our greatest asset. It's important that we have a framework that outlines how we will attract, retain, upskill and nurture colleagues who are highly skilled, motivated and embody our values, sharing our passion to make Trafford the best place to live, work, relax and visit. The People Strategy is directly aligned with the Corporate Plan connecting with our people throughout the employment journey lifecycle.

1.2 Our people strategy framework is framed around 4 pillars that show how the HR Service will enable the employee journey to be a really positive experience and one where we recruit and nurture talent, take care of ourselves and each other and provide the tools for everyone to be the best they can be. Working collaboratively with our partners, we will also ensure that we recognise and reflect our diverse communities by aspiring to have an inclusive workforce that supports our ambition to be an exemplar employer of choice.



1.3 The strategy has aligned the seven characteristics of the GM Good Employment Charter and within each pillar, there are a range of commitments and measures that outline how the HR service will support and enable the council to achieve our aspirations to be an exemplar employer of choice and enable the achievement of our corporate priorities.

## 2. People Strategy Development

2.1 The strategy has been informed and co-designed by a number of stakeholders including the trade unions, chairs of the staff network groups – BAME, disability, carers, LGBT+ and our change champions – our 28 EPIC Pioneers.

2.2 It is underpinned by our EPIC values that were also co-designed with our workforce with 285 colleagues inputting. We are now embedding them in everything we do. Supported by a behaviour framework, which are a set of behaviours aligned to each of our values that outlines what “good” looks like if we are truly embracing and living our values.

# Our Values are EPIC

## 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 INCLUSIVE

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

## 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 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.



2.3 We want every colleague who works for Trafford to champion and embed our values and the associated behaviours into their day to day work. This way we can all make a difference and contribute to ensuring that Trafford is an “Epic” Place to work and has a supportive culture that enables us to achieve our corporate priorities.

## 3. Making it Happen

3.1 To embed our values based culture, we have also developed a range of enabling strategies and activities as follows:

### ➤ Values based recruitment

Recruiting the right people who reflect our values is essential for delivering our corporate priorities and we have developed a training offer that supports managers to make good recruitment decisions. Our approach to attraction and recruitment will support our ambitions for a more inclusive workforce and one that embraces our values.

### ➤ Total Rewards package

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. It provides secure work aligned to the GM Employment Charter and supports our employees to progress within a range of career development pathways from entry level and apprenticeships through to professional and specialist practitioner level.

### ➤ **Health and Well Being Strategy**

We have refreshed the health and wellbeing strategy working in collaboration with public health colleagues, the trade unions and colleagues across the Council. It will encourage and enable colleagues to lead healthy lives and is framed around 4 key themes:

- Healthy Lifestyles
- Mental Wellbeing
- Musculoskeletal Health
- Occupational Health and Safety Support

A calendar of health & well-being support events is in place, our agile working arrangements are being fully utilised and we have a strengthened focus on employee well-being as an integral part of our workforce commitments.

### **Mental health First Aiders**

We have recruited 19 employees and trained them to undertake this very important role that support employees who may need a friendly chat or advice and can signpost employees to professional services where they can seek help if they are experiencing emotional or mental distress.

### ➤ **Let's Talk**

We have held a number of engagement sessions led by the Chief Executive, the Leader and/or Deputy and the Corporate Leadership Team with our managers and with staff to provide them with information on some of the strategically important priorities so that they can help shape how we take these forward. Held at locations across Trafford, the feedback from the sessions has been instrumental in contributing to the development of the people strategy.

### ➤ **Bheard**

We have recently conducted an employee survey hosted by Best Companies where employees have been asked to complete a questionnaire that is completely confidential and will assist us to focus areas of priority. We are currently reviewing the feedback and will be communicating some of the high level outputs to our workforce in December.

➤ **EPIC Pioneers**

We have recruited a team of 28 EPIC Pioneers from across Directorates who are passionate about embedding our values and helping us to be a soundboard for all people development initiatives. They have been involved in a number of supporting activities, including pop up promotional events, development workshops – some have held their own sessions with staff to obtain feedback and are great ambassadors for change.

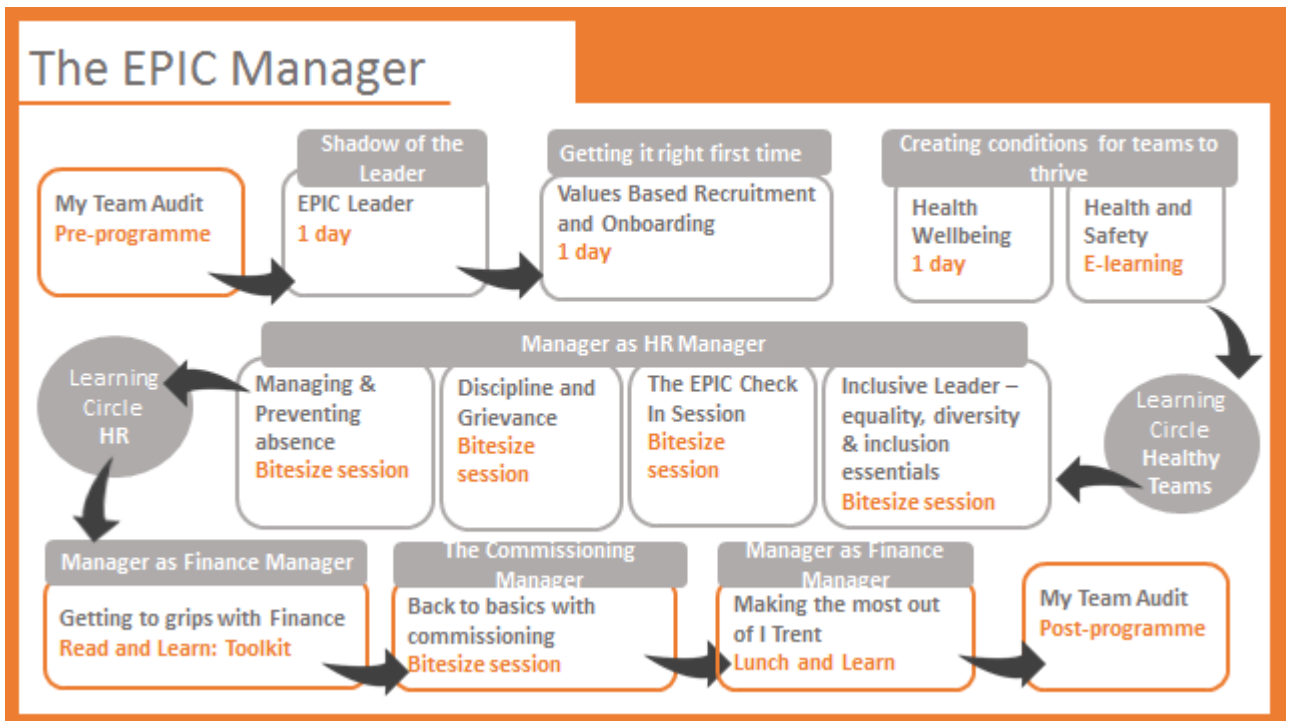
➤ **EPIC YOU I Check In**

We have redesigned our approach to appraisals and 1-1s so that there are regular and ongoing conversations with managers and their employees that allows the opportunity and time away to reflect on how our employees are getting on at Trafford, review personal performance, discuss any support needed and focus on the outcomes they want to achieve.

We have provided a toolkit and training to support managers and colleagues make the most out of their check in conversations.

➤ **EPIC Manager**

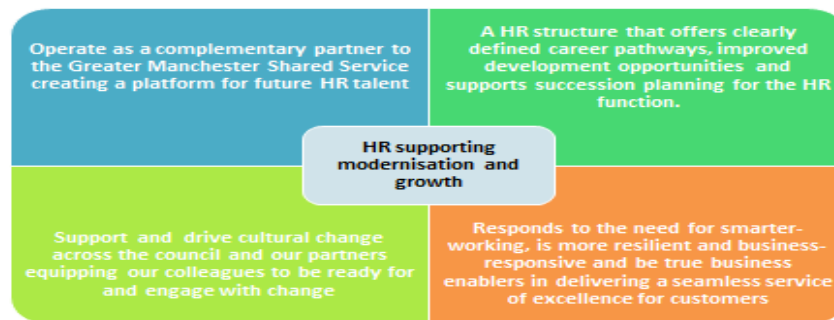
We have designed a learning offer for our managers so that they can be great People Managers, currently piloting the sessions and will roll out the offer in the New Year.



4. **HR Service Delivery Model**

- 4.1 To embed and drive cultural change across the council, equipping our colleagues to be ready for and engage in the change process, the HR Service has redesigned its operating model and strengthened its capacity.
- 4.2 The focus for 2020 will be on equipping the team with skills, knowledge and experience to be resilient, responsive and deliver excellent customer service, launching the People Strategy and embedding the new ways of working, supporting managers and staff to be EPIC.

**HR Service Delivery Model**



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

4.4 We will continuously enhance our people systems and processes and use people metrics to support informed decision making and priorities of focus for our client directorates and for the service.

4.5 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 and continue to embed a culture of fairness, inclusivity, openness and transparency across our workforce and in all of our relationships with our people and partners.

**5. Recommendation**

5.1 The committee are requested to note the work that the HR Service has done to date to support the workforce to be the best it can be through the development of the people strategy and delivery of supporting initiatives.