

Report to Stronger Council Select Committee

Date of meeting: 28th April 2022

Portfolio: Corporate Services (Cllr D Sunger)

**Subject: People Strategy Overview
(2022)**

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Recommendations/Decisions Required:

The Committee are asked to consider the report as information on the continuing People Strategy for 2022. The People Strategy for 2023-2025 is currently in review and draft format.

Report

People Team

Common Operating Model

Consultation and recruitment are still underway to finalise the restructure process for the remaining teams/positions, including:

- Legal Team – consultation concluded in March 2022.
- Housing Asset and Property Team service review – consultation commenced on 15th March 2022.

People Strategy 2020 – 2022

We are now in the final year of the current People Strategy and will shortly be producing a one-page overview of successes delivered within the current people strategy has over its three-year term. This will be launched as part of the new 2023-25 People Strategy.

Attracting, On-Boarding and Retaining Talent

- **iTrent - iRecruit Phase 2** – Letter templates for provisional offers of employment and reference requests are now “live” and being issued through the system. Contract templates will shortly follow and will be in the test environment in 2022.
- **iTrent - iRecruit Phase 3** – Onboarding through iRecruit - the required upgrade was applied to the test system in December and normal system testing and user acceptance tests are underway. The build of the onboarding portal will begin in test in mid-February with a launch expected mid-2022.
- **iTrent have redesigned the Employee Self Service (ESS)** - module and this is now available (as of 28th Feb). The new design includes summary cards on the main dashboard for quick access to information such as payslips, new organisational chart view, improved response to size of device being used and includes improved accessibility ensuring it is compliant with the latest web content accessibility guidelines.
- **Our exit interview questionnaire** - has been launched, the Register of Interests questionnaire has been delayed, the new launch date aligns with the launch of the Onboarding portal (original date was the 1st October).

- **Onboarding/Induction documentation** - is currently being reviewed to include any learnings through Covid and links to member induction documents. It will also be recommended that Democratic Services work with members to add more insight into role of a councillor, via video on Litmos LMS system.
- **Onboarding Guide is being re-launched and re-communicated** - New starters are contacted directly to be invited to HRBP Power Hours.

Developing our skills and behaviours

- **Our eLearning system Litmos continues to be built** - In addition to previous SME's mentioned we are now working with Council Tax & Benefits, and CHW for volunteers, to explore how the system can be used for these specific group's learning needs. Also, a report has gone to Stronger Council recommending the use of Litmos for members learning and development needs (to be managed by Member Contact). Litmos user engagement is now at 84% and we will start to work with Team Managers to support them engage their employees further.
- **Skill Pills** - A new series of Skill Pills is being run for all employees between June – Dec 22 These are 60–90-minute sessions accessible by all employees. They will cover a variety of topics to support digital skills development.
- **The 21/22 Leadership Programme comes to an end in April 22** - there will be a full evaluation via the Litmos LMS. This insight will be used to plan the next phase of management and leadership development for all managers/ leaders,
- **Great success to report with our Apprentices** - EFDC have had the first apprentice to achieve a Level 4 IRRV in Council Tax/ Benefits. This apprentice came to EFDC 6 years ago as a 16-year-old straight from school. Also, one of our construction apprentices, who was taken on straight from college has now (9 years later) been successfully appointed as Operations Manager at Qualis.

Engagement and Wellbeing project

- **A new Mental Health First Aid training cohort will start in April 22** - On completion this will bring the total of MHFA's at EFDC to over 90 (far exceeding the 60 recommended by MHFA England). There was a Menopause Mentors workshop in February where 30 MHFA's learnt information and skills to support those going through Menopause.
- **Perkbox sign up** - is currently 91% of the organisation, we have a total of 554 activated employees logged into the site to access the fantastic employee benefits and tools with over 7617 perk redemptions so far. The free monthly treat is the most popular downloaded perk with 877 redemptions followed by Tesco's 518 and M&S 285 redemptions.
- **Perkbox Celebration** - is going strong, and we are continuing to have overwhelming engagement on this platform with employees and managers thanking employees and teams for their hard work and significant achievements, and service delivery for our community.
- **Our third Workbuzz survey opened on 1st March 2022** - employees can tell us what's working well and make suggestions for improvements. Managers have now been sent data from the December 2021 survey which include engagement dashboards which will filter through to 'you said, we did' engagement for the future. We encourage our employees to complete the surveys and be an important part of organisational change at EFDC. We also encourage managers to check out their dashboards and raise awareness of the surveys in team meetings and 1-1's with employees.

Our Ways of Working (OWOW) – Creating Our Tomorrow

- Our employees are moving away from traditional styles of management and approaches to more agile, creative ways of working, thinking and leadership. Embedding the changes that OWOW and the Accommodation Project started, empowering employees to evolve the culture of the organisation, ensuring we embed the changes and achieve the desired outcomes:
 - Embedding the Change - Assessing & Monitoring Adoption

- Continued Employee Engagement and Wellbeing, including a new 'Creating Our Tomorrow – Hybrid Working' survey for May 2022.
- Enhancing skills and flexibility of our workforce – including Inspiring Great Performance and a refresh of EFDC Values & Behaviours.
- Inspiring Great Performance was presented to SLT in November. The option for a digital solution 'Clear Review' was chosen. This will be new project starting January 2023.
- Review of Collective Agreement, Terms and Conditions and Employee Consultation is ongoing. We have drafted a 'Hybrid Working Policy' and this has been sent to the Executive Leadership team for their consideration.

Internal Communications Strategy 2021 – 2023

- An internal communications strategy has been developed to enable effective engagement and communication with our employees so that they can flourish. The Strategy will help us take a fresh approach to internal communications and employee engagement, one that is flexible, intuitive and interactive.
- There are six key areas for development over the 3-year period, including content creation, corporate information platform, channels, engagement and insights, content management and recognising and celebrating success. Further details on the first 4 areas include;

1. Content creation and the introduction of Communication Ambassadors

- The Internal Communications team have a good understanding of current content contributors and areas that need some development and plan to evolve those relationships over the coming months
- Officers are currently working on bringing together materials needed (publicity, protocols, video content/graphics) to launch the opportunity to become a Communication Ambassador to the organisation in March 2022

2. Supporting the development of a new corporate information platform

- The discovery phase for the organisation's new intranet/information platform, initial desk-based research into different solutions available was carried out in July
- The team have had meetings and initial conversations with potential providers to discuss platform functionality, price point and options
- The work to collate the information into an overview for the project sponsor and ICT will happen in January/February

3. Channels

- As part of the Civic Offices refit, five digital screens were installed (2 customers facing and 3 internal), Our brand-new digital signage is now LIVE with up-to-date content and employee news, graphics, video, meeting information, messaging, and BBC news updates
- A schedule of content for the digital signage has been developed and continues to be updated regularly

4. Employee engagement and insights

- A second WorkBuzz survey successfully launched in December 2021, with a significantly higher engagement rate than the first (50% of employees completed the survey)
- We are due to launch our third WorkBuzz survey on 1 March
- Engagement scores and high-level statistics for our wider management team was communicated in January. Managers have been encouraged to share the results with their employees. High level engagement score statistics will be communicated to the whole organisation in January
- Investigations are taking place to see how we the internal distribution of email newsletters can be improved - using an email marketing tool we already have access to internally called Mailchimp

Reason for decision:

The report is for consideration and information representing an overview focused on the continued delivery of the People Strategy 2022 aims. The people Strategy for 2023-2025 is currently under review and will be in first draft May 2022. Engagement sessions will commence in late summer 2022.

There are no responses or decisions required at this stage.

Options considered and rejected:

Consultation undertaken:

Resource implications:

Legal and Governance Implications:

NA

Safer, Cleaner, Greener Implications:

Background Papers:

NA

Impact Assessments:

Risk Management

Not required

Equality:

As no decisions are required an Equality Impact Assessment is not required