

Select Committee Agenda



Stronger Council Select Committee Tuesday, 18th April, 2023

You are invited to attend the next meeting of **Stronger Council Select Committee**, which will be held at:

Council Chamber - Civic Offices
on **Tuesday, 18th April, 2023**
at **7.00 pm**

G Blakemore
Chief Executive

**Democratic Services
Officer**

A Hendry (01992 564246)
Email: democraticservices@eppingforestdc.gov.uk

Members:

Councillors J McIvor (Chairman), S Patel (Vice-Chairman), R Bassett, R Brookes, E Gabbett, I Hadley, S Heather, J Jogia, R Morgan, S Rackham and J M Whitehouse

SUBSTITUTE NOMINATION DEADLINE:

6:00 pm

1. WEBCASTING INTRODUCTION

This meeting is to be webcast. Members are reminded of the need to activate their microphones before speaking. The Chairman will read the following announcement:

“The Chairman would like to remind everyone present that this meeting will be broadcast live to the internet (or filmed) and will be capable of repeated viewing (or another use by such third parties).

If you are seated in the lower public seating area it is likely that the recording cameras will capture your image and this will result in the possibility that your image will become part of the broadcast.

This may infringe your human and data protection rights and if you wish to avoid this you should move to the upper public gallery.”

2. APOLOGIES FOR ABSENCE

To be announced at the meeting.

Please use the Members Portal webpage to report non-attendance at meetings <https://eppingforestdc-self.achieveservice.com/service/Member>Contact> to ensure your query is properly logged.

Alternatively, you can access the Members portal from the front page of the Council's website, at the bottom under 'Contact Us' <https://www.eppingforestdc.gov.uk/your-council/members-portal/>

3. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

To report the appointment of any substitute members for the meeting.

4. DECLARATIONS OF INTEREST

To declare interests in any item on the agenda.

5. NOTES OF PREVIOUS MEETING (Pages 3 - 8)

To agree the notes of the meeting of the Select Committee held on 24 January 2023.

6. TERMS OF REFERENCE & WORK PROGRAMME (Pages 9 - 12)

(Chairman/Lead Officer) The Overview and Scrutiny Committee has agreed the terms of reference and work programme for the select committee. Members are invited at each meeting to review both documents.

7. LAUNCH OF THE NEW PEOPLE STRATEGY 2023-2027 (Pages 13 - 24)

To consider the refreshed Epping Forest District Council (EFDC) People Strategy for 2023-2027.

EPHING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee:	Stronger Council Select Committee	Date:	Tuesday, 24 January 2023
Place:	Council Chamber - Civic Offices	Time:	7.00 - 8.27 pm
Members Present:	Councillors J McIvor (Chairman), S Patel (Vice-Chairman), R Brookes, I Hadley, S Heather and J M Whitehouse		
Members Present (Virtually):	Councillors		
Other Councillors:	Councillors J Jogia, N Bedford, S Kane, A Lion, J Philip, C Whitbread and H Whitbread		
Other Councillors (Virtual):	Councillors S Murray		
Apologies:	R Bassett and R Morgan		
Officers Present:	A Hendry (Democratic Services Officer), A Small (Section 151 Officer), J Budden (People, Culture & Employee Wellbeing Manager), A Cartwright (Corporate Business Partner), C Hartgrove (Interim Chief Financial Officer), S Kits (Lead Corporate Communications Officer - People) and R Moreton (Corporate Communications Officer)		
Officers Present (Virtually):	J Leither (Democratic Services Officer)		

30. WEBCASTING INTRODUCTION

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet, and that the Council had adopted a protocol for the webcasting of its meetings.

31. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Committee noted that there were no substitute members.

32. DECLARATIONS OF INTEREST

There were no declarations of interest made pursuant to the Member's Code of Conduct.

33. NOTES OF PREVIOUS MEETING

Resolved:

That the notes of the meeting held 24 November 2022 were agreed as a correct record.

34. TERMS OF REFERENCE & WORK PROGRAMME

The Select Committee noted their terms of reference and work programme.

35. ONBOARDING / INDUCTION

J Budden, Service Manager People, Culture and Wellbeing, introduced the report on Onboarding and Inductions. The report provided the Committee with an update on developments to the Onboarding/Induction process.

A live system demonstration was given by Andrew Cartwright to the committee showing the various element that went into this onboarding process. It was noted that a candidate forms an impression of an organisation throughout the recruitment process, and one element that was often overlooked was the period between job offer and start date where the offered applicant was working their notice, which could be a number of weeks or months.

Pre-start date onboarding was an opportunity for the organisation to help settle a new employee into the organisation and ensure they had everything they needed before their start date. It also supported the new employee in understanding more about the organisation's culture and values, as well as some of the more practical aspects that might otherwise be overlooked.

Asked if could be extended to new councillors as it looked to be useful, officers responded that it could be done, and they did have plans for a member induction via this system.

The committee noted that it went on over the internet and were concerned that it lost that personal touch. How could this be avoided. And was this training job specific. They were told that line managers would do the induction and the job specific training, this would be supplemented by this virtual process. Also, as a welcoming introduction, a member of the Senior Leadership Team would meet new entrants and answer any questions they may have.

The committee asked if this virtual information was filtered for (the then) non-staff members who would be looking at it before they got the job. They were told that this was for when they had been interviewed but before they had accepted a contract.

Asked if everyone was DBS checked the committee were told that would depend on what role they had in the council. Not everyone would have it done.

The committee noted that 11% of employees did not know where to find information, what kind of information was this and how often did they ask for feedback. They were told that they had 'Power-hours' where staff are invited to ask questions and give feedback. There was a lot more enhancement they could do to this system and use this feedback to improve it.

Resolved:

That the committee noted the work being done to utilise the HR/Payroll system iTrent regarding our Onboarding/Induction Process.

36. LAUNCH OF THE NEW EMPLOYEE WELLBEING HUB

J Budden, Service Manager People, Culture and Wellbeing, introduced the report on the launch of the new Employee Wellbeing Hub. She provided the Committee with an update on developments to the Wellbeing Hub and resources.

S Kits took the committee through a short presentation on the wellbeing hub. EFDC took great pride in its ability to provide excellent wellbeing resources and support for all employees and had been on an ever-improving journey since COVID hit in 2020. Communicating to ensure all employees understood there were resources, support, and information available has remained a constant priority.

In the last two years in addition to a fantastic Employee Assistance Programme (Perkbox) which offered counselling sessions and support for all employees and their close family members, EFDC had focussed on developing a solid network of individuals within the organisation to help support colleagues.

In 2020 an intranet page was created which listed a host of wellbeing resources for employees including support for mental health, physical and financial wellbeing, and support for families – called the Wellbeing Hub.

In September 2020 the wellbeing provision was extended by introducing Perkbox Medical, giving employees access to GPs 24/7 online, via an app on your phone.

In November 2021 the council announced the expansion of the Perkbox platform to include wellness resources via the Perkbox Wellness Hub, a space dedicated to FREE content that covers all aspects of wellbeing including resources to help you get fit, overcome anxiety, sleep well and more.

EFDC had trained over 90 employees to become Mental Health First Aiders (MHFAs), providing employees with an experienced first point of call for anyone with concerns about any aspect of their mental health or their loved ones.

The committee asked for further explanation on the MHFAs and if they were a confidential service. They were told that anything could be brought to them. They were there to offer emotional support and signpost employees in the right direction for further help. This was a confidential service unless there was a risk to individuals, then they would contact Ms Budden.

The committee asked about the people that did not engage, could they be identified and engaged. They were told that they offer a lot more than what they had just highlighted and also relied on line managers to help.

The committee wondered if, during the current financial circumstances, more use was being made of the advice on offer and with many employees now working from home, how easy was it to identify employees having problems; also, how often did we update the information we made available to the staff. They were told that officer did research all the time on the information they put out and liaised with the appropriate charities. As for engaging people working from home, they did have virtual coffee mornings and have also upskilled the managers to educate them in mental health. These services had been successfully used by staff members.

Councillor S Kane asked if we were playing catch up with other authorities in providing wellbeing services or were we ahead of the field in this respect. He was told that EFDC was ahead of the field in this respect; other councils came to us for

advice and were close to being able to put these services up for an award, especially for our digital offerings and staff having 24/7 access to what they need.

Councillor Lion asked if this had any impact on staff retention. He was told that it did lead to a better understanding of what the staff wanted.

Resolved:

That the Select Committee noted the refreshed Epping Forest District Council (EFDC) Employee Wellbeing Hub.

37. QUARTER 3 BUDGET MONITORING REPORT 2022/23

The Interim Chief Financial Officer, Chris Hartgrove introduced the quarter 3 budget monitoring report for 2022/23. This report set out the 2022/23 General Fund and Housing Revenue Account positions, for both revenue and capital, as at 31st December 2022 ("Quarter 3").

In terms of General Fund revenue expenditure – at the Quarter 3 stage – a budget overspend of £1.313 million, with projected net expenditure of £16.944 million against an overall budget provision of £15.631 million, was forecast.

As with Quarters 1 and 2, the Q3 position is dominated by a range of substantial spending pressures.

The Council's budget for 2022/23 (both General Fund and Housing Revenue Account) was approved by full Council on 24th February 2022. This report updated the Select Committee on how the Council's services had performed against their budgets in the first nine months of the financial year, and projects forward to the anticipated outturn for the end of the financial year.

This was the third update for 2022/23 and includes the General Fund and Housing Revenue Account positions, for both revenue and capital, as at 31st December 2022 ("Quarter 3").

The Committee noted the general fund reserve of £4million will reduce to £3 million, and asked that when things got better were there plans to put it back up to £4million. The Finance Portfolio Holder said there was a desire to get back to our minimum balance, but without impacting on our services.

Resolved:

1. The General Fund revenue position at the end of Quarter 3 (31st December 2022) for 2022/23, including actions being undertaken or proposed to improve the position, where significant variances have been identified, be noted.

2. The General Fund capital position at the end of Quarter 3 (31st December 2022) for 2022/23 be noted.

3. The Housing Revenue Account revenue position at the end of Quarter 3 (31st December 2022) for 2022/23, including actions proposed to ameliorate the position, where significant variances have been identified, be noted; and

4. The Housing Revenue Account capital position at the end of Quarter 3 (31st December 2022) for 2022/23 be noted.

38. DRAFT BUDGET REPORT FOR 2023/24

The Finance Portfolio Holder, Councillor Philip introduced the draft budget report for 2023/24. He noted that this had gone to Cabinet in December, with a final report still to come. The full report included revenue and capital proposals for both the General Fund and Housing Revenue Account as well as a schedule of suggested Fees and Charges for the forthcoming financial year. An updated Medium-Term Financial Plan (MTFP) covering the financial years 2023/24 through to 2027/28 was also included, which reflected both the impact of the draft Budget proposals as well as the latest available intelligence at the time.

The Cabinet had been advised by the Section 151 Officer at the December meeting that – as required by law – a balanced revenue position (eliminating a previously identified projected deficit of £4.126 million) had provisionally been reached for 2023/24 and that the medium-term financial position, although having a similar profile, had some differences compared to the position presented on 10th October 2022 (and subsequently to this Committee on 24th November 2022), with a particular challenge still anticipated in 2024/25 and 2025/26 as a consequence of the forthcoming new Waste Management Contract. However, some significant uncertainties remained.

The provisional Local Government Finance Settlement 2023/24 was eventually released just before Christmas 2022; the outcome for Epping Forest District Council was generally as expected and provided further assurance as to the underlying financial sustainability of the draft Budget proposals as currently presented.

The Committee noted the savings from vacant posts and the avoidance of redundancy costs, but it may also result in having no staff in roles that were hard to fill. Would we fill these internally or keep them vacant indefinitely. Councillor Philip noted that all savings were appropriate to the area where they came from, and they had been considered by the appropriate cabinet member. They were looking at essential posts that could be cut without affecting services.

The committee asked if the council was overstaffed before this. Councillor Philip there may have been some posts in the establishment that, if we had the same financial pressure as we do now, maybe should not have been there. But, we did not have this financial pressure at the time. As shown here overstaffing might have been in establishment but maybe not in terms in people in seats.

The committee then asked if they were planning to move forward on a more for less basis. Councillor Philip said that was a strange way to phrase it, people were generally working as hard and as smart as they could, but there were always efficiencies that we could put in place. We need to make sure that what we do in the future was better than what we did this time. We can always find things that we could do better and we must keep doing this year on year.

The committee wanted to know how many less staff were we looking at next year. They were told that it was a relatively small number, the age profile of the council was at a higher level and people would retire. They would like to avoid all redundancies, but suspected that they could not. We would be looking for voluntary redundancies but that may not be the case. Currently there were 18 roles involved in

the overall budget package, with up to 48 staff involved in the consultation exercise. The loss of staff will be much smaller than that and mostly voluntary.

The committee asked about the Master Planning budget which was a big saving and would like to understand a bit more about this £101k saving represented in practice. The council was also looking to the volunteer sector to pick up some slack, but we had cut that budget as well. And to what extent did we look at opportunities for income generation in the community programmes instead of just shutting them down. They were told that the Master Planning was complete at present but officer would have to detail the reasons. As for the community programmes it was clear it was not just about reductions in spending but also about revenue generation. As for grants we needed to decide if we would continue with them or lose a member of staff. It was not ideal, but it was where we were. It was also about driving better value from these organisations.

Asked if we were sharing services with other local authorities and if there were any examples the committee was told that there was nothing in this particular year that was deliverable. However, we do work with other organisations, and we were still looking for anything that could help us.

The committee wanted to know why there was a saving of £23,500 on planned maintenance, if this was planned, why do this; or did everything just move on to the next year. Councillor Holly Whitbread answered that some things would be postponed but the priority work would be done. There should be no big delays. We will do things when they need to be done and not just work to a schedule. We also had regular contact with our residents and carried out regular consultation exercises.

Resolved:

The Committee considered the Cabinet's draft Budget proposals for 2023/24 as set out and made such comments and/or recommendations as the Committee felt appropriate to assist the Cabinet in further considering the Budget on 6th February 2023.

39. DATES OF FUTURE MEETINGS

The Committee noted their future meeting dates.

STRONGER COUNCIL SELECT COMMITTEE

TERMS OF REFERENCE 2019/20

Core Areas of Responsibility

- (1) To provide scrutiny for the following corporate projects:
 - People Strategy;
 - Accommodation Strategy; and
 - Digital Enablement
- (2) To monitor the Corporate Plan Action Plan performance report and provide scrutiny of services that are not performing to standard and develop proposals for their improvement. The Stronger Council Select Committee in its review of Corporate Key Performance Indicators can task other Select Committees to review service performance and develop proposals for improvement.

Scrutiny Role of the Select Committee

- (1) To engage in policy review and development, with a focus on improvement and how this can be best achieved;
- (2) To develop a work programme each year that effectively scrutinises the areas of responsibility outlined above;
- (3) To consider any matter referred by the Overview and Scrutiny Committee, Cabinet or a Portfolio Holder and to make recommendations as appropriate;
- (4) To consider the effect of Government actions or initiatives that affect the Select Committees areas of responsibility and the impact on customers, residents, businesses and visitors to our district, and to respond to consultation activities as appropriate;
- (5) To establish working groups and task and finish panels to undertake any activity within these terms of reference;
- (6) To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers to help develop policy;
- (7) To monitor and review relevant projects and associated closure and benefits reports; and
- (8) To engage with the community and encourage community engagement.

This page is intentionally left blank

**Stronger Council Select Committee
Work Programme 2022/23
Chairman: Councillor J McIvor**

No.	Item	Deadline	Progress and Comments	Programme of Meetings	Lead Officers
				21 July 2022	
1.	People Strategy Onboarding induction-24 Jan & Wellbeing Resources – 24 Jan	21 July and 24 Nov. 2022 – 24 January & 18 April 2023 Project reporting, issues focussed.		01 Sept. 2022 26 Sept. 22 – extra meeting 25 Oct. 2022 – cancelled	Paula Maginnis Jo Budden
2.	Digital Enablement	Prioritisation of Council Technology strategy.		24 Nov. 2022 24 January 2023 21 Feb. 2023 – cancelled	Paula Maginnis Nichola Gambrell
3.	Financial Planning	Scrutiny of MTFP 22/23 onwards Sept. 2022 Nov 2022		18 April 2023	Andrew Small Christopher Hartgrove
4.	Budget scrutiny	Qtr. 1 Budget Monitoring Rtp. 2022/23 – 26 September 2022; Qtr. 2 Budget Monitoring Rtp. 2022/23 – 24 November 2022; Qtr. 3 Budget Monitoring Rtp. 2022/23 – 18 April 2023 2023/24 budget setting 24 January 2023	Budget Monitoring Reports (Revenue and Capital Outturn for 2022/23)		Andrew Small
5.	Asset Management Strategy	Council asset strategy (new)	Approved by the Cabinet 13/06/19 and referred to Council 30/07/19 for adoption.		Andrew Small

6.	Quarterly Budget Monitoring Report	Q4 2021/22 – 21 July 2022			Andrew Small/ Chris Hartgrove
7.	Quarterly Qualis Monitoring	26 Sept 2022			Andrew Small
8.	Report on new election legislation on Voter ID and any financial implications for the Council. when information was available.	Member Briefing given on this.			Gary Woodhall
9	Customer Services (Overall satisfaction)	TBC	To receive a recovery plan on this failing KPI		
10	Review of Officers appearing via Zoom at various meetings – especially Planning meetings	TBC			



Report to Stronger Council Select Committee

Date of meeting: 18 April 2023

Portfolio: Internal Resources - Councillor Sam Kane

Subject: Launch of the new People Strategy 2023-2027

Officer contact for further information: Joanne Budden (Service Manager – People, Culture, Wellbeing & Internal Communications)

Democratic Services Officer: A Hendry

Recommendations/Decisions Required:

To consider the refreshed Epping Forest District Council (EFDC) People Strategy for 2023-2027.

Report:

1. Introduction

The landscape of local government is rapidly evolving, with new challenges and opportunities arising daily. To effectively navigate this environment, forward-thinking authorities must develop a fresh and modern People Strategy that aligns with their ambitious corporate objectives and the ever-changing external environment.

This People Strategy has been updated to reflect the revised Corporate Plan and aligns with the corporate objectives which take effect in April 2023.

Our 2023-27 People Strategy focuses on three main pillars:

- **Maximising organisational capacity and capability**
- **Effective and inspirational leadership, values, and culture**
- **Enhancing employee experience and engagement.**

2. Maximising organisational capacity and capability

Attracting and retaining talent: Our local authority aims to attract diverse, top-tier talent that shares our passion for revolutionising local government. By leveraging digital recruitment methods and establishing a strong employer brand, we can showcase our commitment to innovation, sustainability, and community development.

To retain our exceptional workforce, we will provide competitive employee benefits, flexible and hybrid working arrangements, and clear career progression pathways, ensuring employees feel valued and motivated to stay with us.

Supporting employees through comprehensive workforce plans: Supporting employees through our comprehensive workforce plan, we will offer internships, apprenticeships, and mentorship programs, facilitating ongoing skill development and knowledge sharing. We will foster a culture of continuous learning and development by providing access to training programs, workshops, and online resources that cater to diverse learning styles and preferences. Employees will be encouraged to pursue further education, gain new certifications, and participate in professional development events to stay at the forefront of industry trends and best practices.

3. Effective and inspirational leadership, values, and culture

Developing skills, values, and behaviours:

Our local authority will prioritise our teams' skill development, values, and behaviours by setting clear expectations and encouraging our managers and leaders to provide consistent feedback. We will nurture a culture of visionary leadership that inspires employees to think creatively, take calculated risks, and embrace change. To achieve this, we will continue to invest in our leadership development program, create opportunities for cross-functional collaboration, and celebrate success stories that exemplify our core values.

Creating a sustainable and innovative future:

By fostering visionary leadership and culture, we will propel our local authority toward a sustainable future embracing new ideas and innovation. We will actively seek input from employees at all levels and foster open communication channels to ensure that everyone's voice is heard. By empowering employees to contribute their unique perspectives and ideas, we can drive continuous improvement and enhance our ability to address the challenges facing our communities.

4. Enhancing employee experience and engagement

Building an inclusive environment:

We will focus on building an inclusive environment that fosters diversity and embraces the unique strengths and perspectives that each employee brings to the table. Our local authority will establish diversity and inclusion initiatives to promote awareness, understanding, and acceptance of diverse cultures, backgrounds, and experiences. We will also provide employees with the resources and support they need to succeed in their roles, regardless of their individual circumstances.

Cultivating a people-centric culture:

Our local authority will cultivate a people-centric culture that emphasises well-being and keeps employees healthy, engaged, and motivated to make a difference in our communities. We will implement employee wellness programs, provide access to mental health resources, and encourage a healthy work-life balance. By prioritising well-being, we can boost employee morale, increase productivity, and reduce absenteeism, contributing to our overall success.

5. How you can help as our Modern-Day Councillors and Leaders

As local government Councillors and Leaders, you can engage, support, and adopt the new People Strategy by:

- Embracing and promoting the strategy. Foster a sense of ownership and collaboration among your councillor colleagues by embracing and promoting the Strategy's themes and values within your role.
- Be an advocate for employee skill development, well-being, inclusion, and lead by example, demonstrating your commitment to the Strategy in your everyday actions and decisions.
- Actively encouraging your peers to support and participate in initiatives that nurture a stronger and more creative local authority.
- Participate in workshops, seminars, and team-building events that foster a positive and supportive work environment, enabling employees and councillors to build strong relationships.
- Promote and support cross-functional collaboration and breaking down departmental silos. Encourage employees to work together, share ideas, and learn from one another.

- Celebrate success and recognise employee contribution. Acknowledge and celebrate the accomplishments of individuals and teams.
- Foster a culture of accountability and ownership. Help support us to instil a culture of accountability and ownership among employees by setting clear expectations and providing feedback.

6. Conclusion

By integrating these themes and actions into everyone's responsibilities, we will all contribute to a stronger, more innovative, and sustainable Council for all.

Together, we can achieve our strategic priorities and create an environment where everyone thrives and contributes to our collective success.

Through the implementation of our 2023-27 People Strategy, we will lay the foundation for a progressive local government model that empowers employees, embraces change, and delivers exceptional services to our communities.

We will be known as an 'Employer of Choice.'

Reason for decision:

One of the functions of the Stronger Council Select Committee is to focus on the development of policy and strategy. The new People Strategy for the Council has been updated to reflect the revised Corporate Plan and aligns with the corporate objectives which take effect in April 2023. The Committee is asked to consider the Strategy.

Options considered and rejected:

All around us is fast changing as is local government, with new challenges and opportunities arising daily. For our leaders and employee to work in this environment, we require a People Strategy. Therefore, no other options were considered.

Consultation undertaken:

Consultation with Executive, Senior Leadership and Leadership teams and the Portfolio Holder was completed in March 2023.

Resource implications:

No increase in budget required to adopt the Strategy. Individual projects within the Strategy will be scoped and if funding is required will be subject to agreement through the Council's budget process.

Legal and Governance Implications: N/A

Safer, Cleaner, Greener Implications: N/A

Background Papers: N/A

Impact Assessments:

Risk Management:

Risks will be identified through the project management processes and subject to the Council's risk methodology.

Equality:

Equality impacts will be identified at the inception of projects and managed accordingly.



OUR CORPORATE PEOPLE STRATEGY

Our Corporate People Strategy 2023 – 2027 sets out how the organisation will support our people to achieve the vision for the district and its three pillars: Stronger Council, Stronger Communities and a Stronger Place

Page 17

2023-2027



Foreword from our CEO

Georgina Blakemore

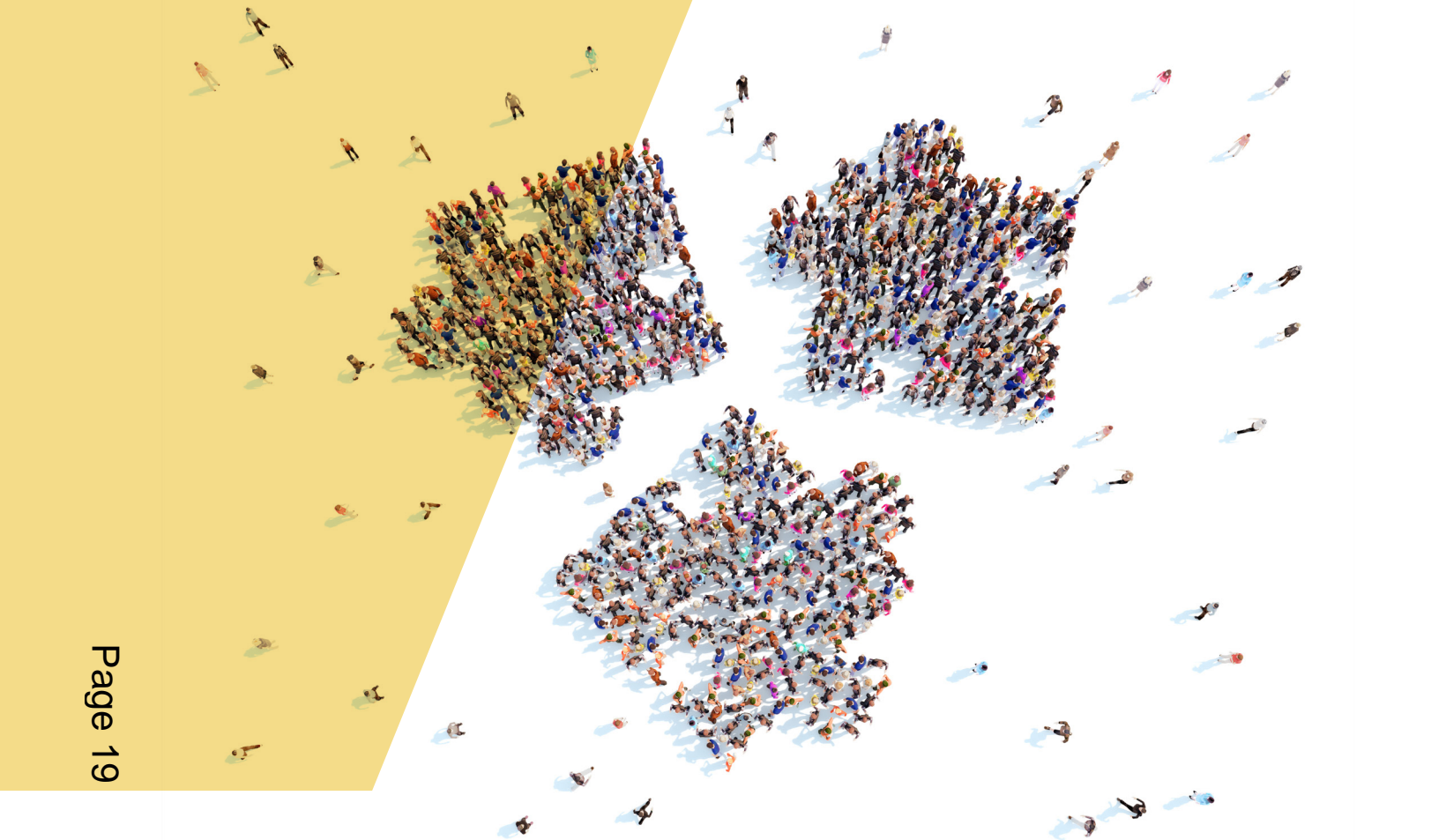
The greatest asset EFDC has, is our people.

You make such a positive difference to the quality of our residents lives, enabling communities to grow and individuals to thrive.

This Corporate People Strategy demonstrates the value EFDC places on our people, their ideas, their energy, innovation and the organisation recognises the importance of identifying and developing their potential.

“

You make such a positive difference to the quality of our residents lives, enabling communities to grow and individuals to thrive



What the strategy will do

The Corporate People Strategy enables and supports the delivery of EFDC's Corporate Plan 2023-2027.

Our key pillar, Stronger Council, is driven by our ambition to be a more modern, digital, efficient, and inclusive, high-performing, digitally smart organisation.

It provides a framework for how we will involve and collaborate with our colleagues to implement and deliver our ambitions as an organisation.

Equally, it responds to our internal drivers, strategic ambition, and our competitive external recruitment environment.

This strategy is LIVE and agile, and is a blueprint that is open to adaptation to respond to changes, legislation and best practice

Most importantly, it will respond to EFDC's future needs and is a key enabler to maximise the potential of our people.

“

Our Corporate People Strategy enables and supports the delivery of our Corporate Plan

Our direction

Our mission is to recruit, develop and retain individuals whose work advances the vision, mission and strategy of EFDC, making EFDC an employer of choice

Page 20

Our vision is to empower people to have a voice, embrace change and to continually develop and grow. Employees will take pride in everything they do and aspire to make EFDC a great place to work

“



In order to build a rewarding and positive employee experience, we need to understand what really matters most to our people.

People want to come to work, do a good job, feel they have made a difference and be recognised for their contribution.

Investing in our people is key to organisational success.

Our People Strategy remains a journey, not a destination.

Joanne Budden, Service Manager, People, Culture, Wellbeing and Internal Communications

Our organisational commitments to you

Alongside the commitment to our Corporate Values and Behaviours, the organisation will commit to deliver services adhering to the following values...

Page 21



Professional

EFDC will provide a supportive, collaborative and cohesive service.



Proactive

EFDC will be forward-thinking to ensure our services, advice and support is solution-led.



Enabling

Empowering confident people leaders through ongoing coaching, and feedback.

Business-focused

EFDC will provide pragmatic, ethical and compliant support, driven by the needs of the organisation, backed by data.



Monitoring progress

Progress will be regularly assessed to ensure it remains future-focussed and deliver against our corporate objectives.

This will be reported through the Portfolio Holder via Stronger Council Committees.



Maximising organisational capacity and capability

The organisation will attract diverse, high-quality, and high-performing individuals, who embody our corporate vision and values and behaviours

Page 22



The organisation will...

- Create a strong EFDC employer brand
- Attract and build a strong and diverse workforce, through creative and innovative use of digital and social platforms
- Develop our employees' skills and behaviours, building the capability needed to deliver the council's strategic priorities
- Continue to embed effective and efficient solutions, frameworks, and resources to support the delivery of the priorities set out in our Corporate Plan
- Encourage our employees to grow personally and professionally so they are well positioned in the future for their careers

Our objectives are...

- To achieve our organisational goals through a high-performing, motivated workforce
- To attract, develop, and retain great people

How you can help...

- 1 Use your knowledge** and skills to support and develop employees undertaking work placements, apprenticeships and graduate schemes via your service area workforce plan
- 2 Continually develop** and improve your skills through all channels and opportunities and share your knowledge and skills with others
- 3 Know your colleagues** and support them to achieve their full potential
- 4 Be prepared to provide wider support**, we are all in this together

Effective and inspirational leadership, values and culture

The organisation will support the development of our people's skills, and values and behaviours and encourage inspirational and effective leadership



Page 23

Our objectives are...

- To develop our leadership team so they are equipped to develop and inspire their employees
- To develop our people's skills and behaviours and strive to make EFDC an employer of choice

The organisation will...

- Support a learning culture, prioritising development for all, continuing to invest in key skills and behavioural development
- The organisation will introduce a digital performance management and feedback process, allowing employees to achieve their full potential
- Nurture our leaders so that they can be authentic, resilient, collaborative and lead us effectively through change
- Demonstrate EFDC's values
- Champion a diverse and inclusive culture providing a workplace where every employee can bring their true and whole selves to work

How you can help...

- 1 Help promote our values and behaviours** in everything you do
- 2 Champion equality, inclusivity and diversity**, be compassionate, support others and treat them with respect
- 3 Use Council resources efficiently and identify opportunities** to make savings or increase income
- 4 Make sure you keep up-to-date** through the employee engagement and communications channels available

Employee experience and engagement

The organisation will strive to be inclusive and provide an environment where well-being and a people-centric culture keeps employees healthy, engaged and motivated.



Page 24

Our objectives are...

- To embrace change to support EFDC's cultural and digital transformation
- To nurture a culture of engagement and well-being

The organisation will...

- Continue to review the council's people management policies and frameworks to remove and reduce bureaucracy, making them people centric, simple, business-focused, and compliant
- Empower our people to ensure consistent application of policies, promoting self-service
- Nurture an environment where engagement, self-development culture and well-being are considered integral and impact on well-being is considered in all organisational decision making
- Encourage a workplace culture that supports receiving and responding to feedback, working with colleagues to turn areas of development, into areas of strength
- Provide evidence based health and well-being programs to raise awareness, and improve the physical and mental health of our employees

How you can help...

- 1 Embrace new ways of working**
- 2 Use the opportunities to feedback** through our employee surveys
- 3 Continue to recognise and celebrate one another** using the Perkbox Celebration platform
- 4 Get involved** in any employee networks
- 5 Take an active role in supporting** and seeking new ways to improve your physical, mental health, and wellbeing
- 6 Take accountability** for your learning and development, look out for opportunities when they are available