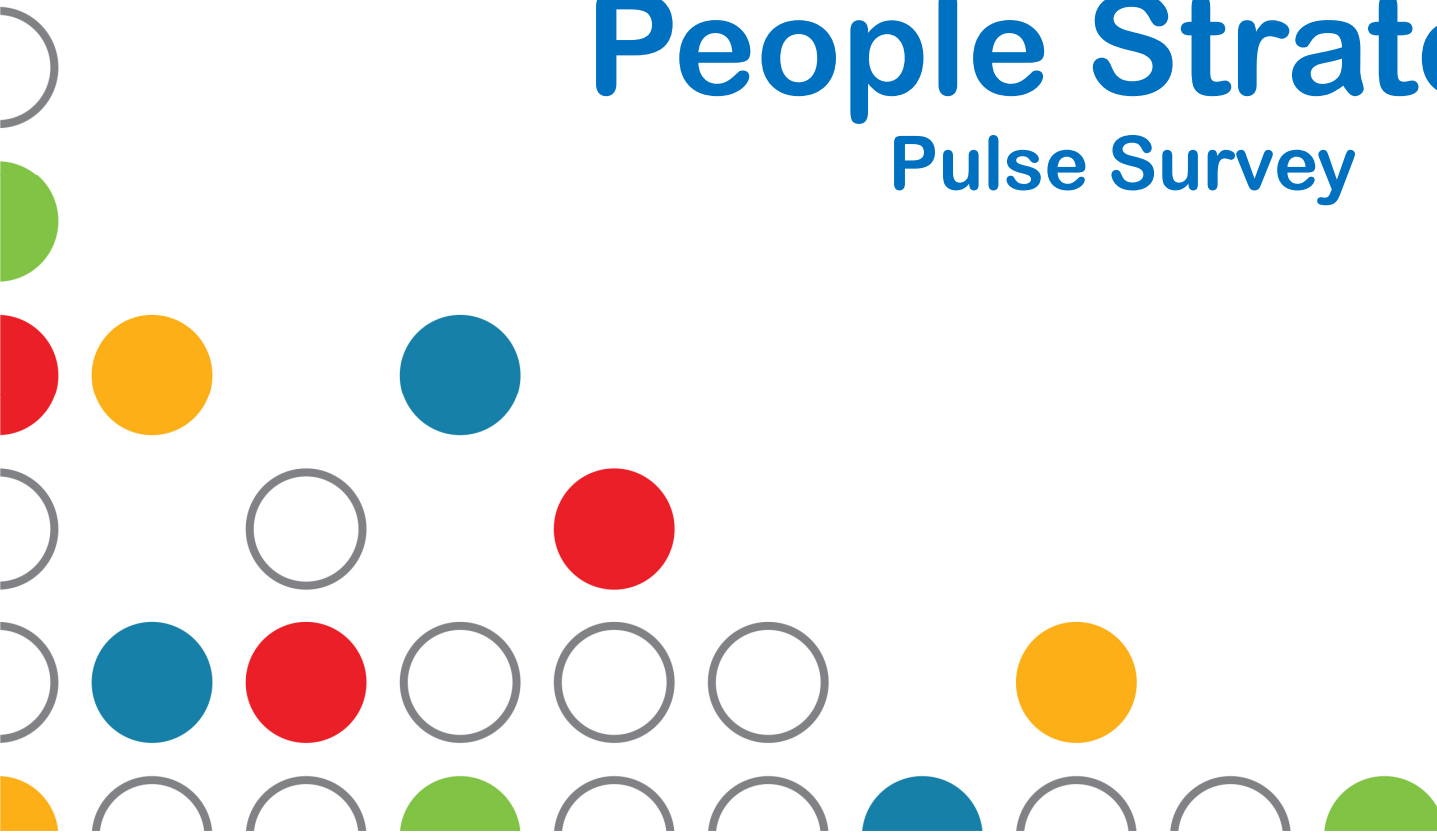# People Strategy
Pulse Survey

Pulse Survey feedback 2021/22

Employees Feedback	
To support employees with hybrid working	Passport to People Management Programme
Pockets of workload and capacity issues, primarily within harder to recruit to areas	End to end review of the recruitment and onboarding process Targeted recruitment in difficult to recruit to areas New apprenticeship and graduate offer
Consistency around 1-2-1s and team meetings	Management Framework
Access to well-being initiatives	Well-being resources, training and well-being activities
Improving internal communications – communication between teams and feedback mechanisms	Internal communication strategy Refresh of the staff intranets for better staff experience Leadership Development Programmes
ICT support around new systems and ways of working	ICT Project Programme
Develop managers to ensure consistent management and to support our employees	Passport to People Management Programme
Support employees through training and development opportunities and employee engagement	Through a range of People Strategy employee engagement initiatives
To more clearly define roles and responsibilities in some areas	Full review of terms and conditions and job descriptions
Understand more about SLT's role – increase their visibility	Director action plans
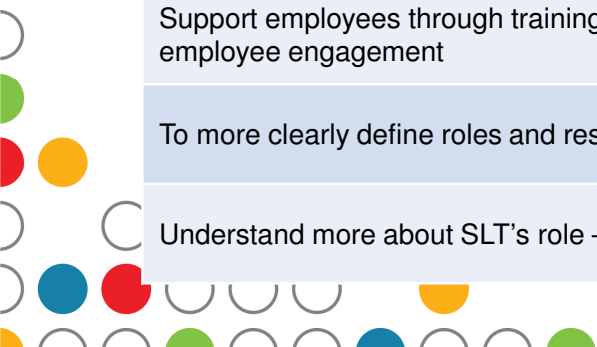
Latest Pulse Survey - May 2023

| Strengths	
Social Activities • The new social activities were raised as a positive opportunity for employees to engage with new activities.	**Resilience and Support** • Employees indicated that their immediate teams support them in meeting current workloads.
Hybrid Working • Hybrid working was positively mentioned, indicating it helps with work-life balance.	

Latest Pulse Survey - May 2023

Employee Feedback	Initiatives
Pockets of workload and capacity issues, primarily within harder to recruit to areas	• Service-led improvement programme will identify capacity needs within services and consider succession planning and vacancies. • Review of recruitment and onboarding projects • Targeted recruitment in difficult to recruit to areas • New apprenticeship and graduate offer to build our talent pool and to support with succession planning
Improving internal communications, how we communicate change and how we communicate across different teams	• The development of the internal communication strategy and initiatives • New staff intranets to improve employee experience • Embedding the Management Framework • Digital Feedback Box promoting two-way communication • The new monthly staff email to replace Core Brief
ICT development and know more about how to access wider support services	• The introduction of the new IT helpdesk to support employees
Support employees through training and development opportunities	• Support employees through the new performance review process • The introduction of new training principles to support employee development
To more clearly define roles and responsibilities in some areas	• The full review of terms and conditions and job descriptions.
Understand more about SLT's role – increase their visibility	• Senior Leadership Team Development Programme
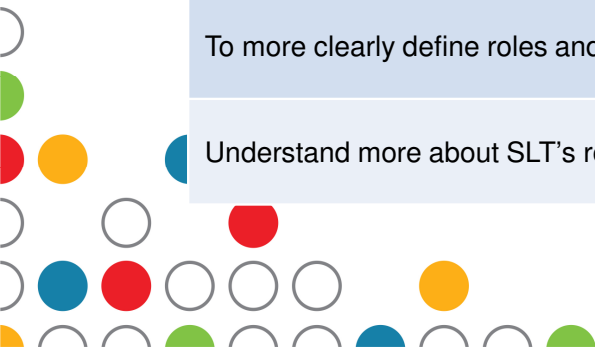
Key Initiatives - Communication

Internal Communication Strategy initiatives

Digital Feedback Box promoting two-way communication

New staff intranets to improve employee experience

The new monthly staff email to replace Core Brief

Embedding the Management Framework

Key Initiatives - Capacity
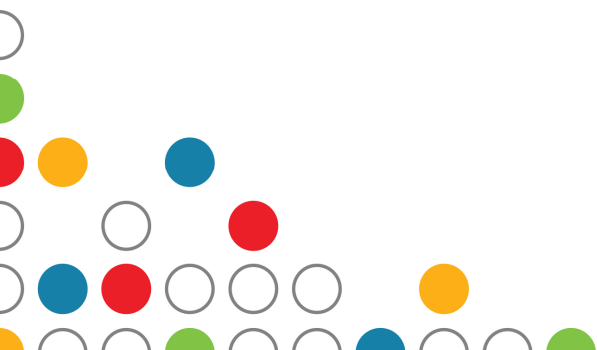
Service-Led improvement programme

Recruitment and onboarding projects

Apprenticeship and graduate offer

Building our talent pool and succession planning

Key Initiatives – Ways of Working

Re-setting our culture through the It's All About us through the values & behaviours discovery
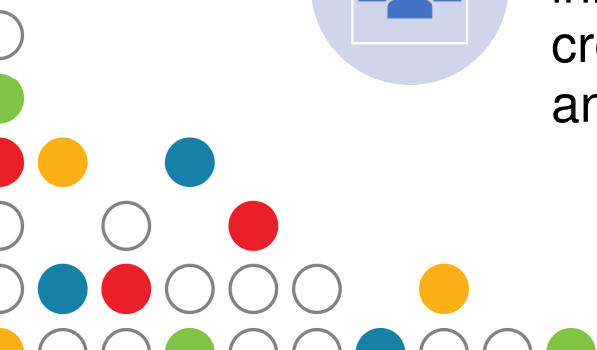
The introduction of new employee recognition initiatives

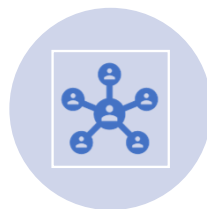Cross Team Development Day initiative to support cross team learning and collaboration

Tailored People Strategy initiatives through engagement and well-being activities.

Plans for the Future

New
Recruitment
System

Manager
Network

Employee
Recognition
Programme

Employee
Conference

Values driven
organisation