

PEOPLE STRATEGY 2020/22
Second Year 2021/22

The objectives and aims for the coming municipal year 2021/2022.

Service Objectives/Aims		High performing and flexible workforce Project		
High level activities/projects	High level outcomes	Aspirational Quarterly target	Funding Source (Revenue/Capital)	Other Service support
Achievement of corporate and business objectives through a high-performing, flexible and resilient workforce	Introduce a new performance management framework to support a high-performance culture, talent pools and succession planning.	QTR 2 2021	NA	Achievement of corporate and business objectives through a high-performing, flexible and resilient workforce
Interim enhancement of non-digital performance management process	Review current performance process and identify improvements, gaps and quick wins. Non digital interim performance improvement process designed and launched to organisation along with manager and employee guidance. Include a calibration methodology to support employee EOY performance/behavioural performance that also supports succession planning.	QTR 2 2021	NA	Exec sign off as an interim corporate tool. Pilot from May - September 2021 for feedback. Requirement for iTrent build to calibrate via Manager Self-Serve
Digital Performance Tool to be procured and guidance produced.	Procure a new performance management system with an integrated feedback tool, supporting Objectives, Key Results, and development plans.	QTR 1 2022	No budget for this in 2021, budget scope for 2022	Executive Team sign off for corporate digital solution.

Service Objectives/Aims	Attracting, On Boarding and retaining the best talent
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High level activities/projects	High level outcomes	Aspirational Quarterly target	Funding Source (Revenue/Capital)	Other Service support
Onboarding/Induction process design and roll out.	New induction and on-boarding process embedded ensuring new employees can engage and develop into their roles effectively and feel immediately part of EFDC.	QTR 1 2021	N/A	Currently being piloted for additional stakeholder feedback. Will require all service areas to review their own requirements to evolve this.
Pay – deliver local pay award in-line with NJC.	Local pay review 2021/22 completed in line with NJC requirements in line with annual timetable and retention strategy. Pay Award 2022/23	QTR 1 2021 QTR 2 2021 – QTR 4 2021/22	EFDC pay review budget agreement.	NJC consultation outcome for 2021 Financial budget confirmation for local pay increase 2021
Fully automated recruitment system through iTrent (iRecruit)	Fully automated manager self-service recruitment system through iTrent	QTR 2 2021	Midland HR system cost for builds and integration.	Full launch of Manager Self-Serve led recruitment process by June 2021.
Benefits – scope & deliver total reward benefits (platform)	Fully digital benefits platform that evolves through insight, analytics and employee engagement. Continuingly looking at ways to improve our employee offering through salary sacrifice schemes.	QTR 2 2021	Ongoing benefit platform licence costs Salary sacrifices funding for new schemes.	Launch engagement for Private Healthcare salary sacrifice for all employees results ready in Q! 2021.
Career pathway process design	Career process design to support delivery of the council's strategic priorities, building development opportunities and career pathways for all our employees.	QTR 1 2022	Not scoped yet	Will require all service areas to complete their skills matrix framework.

Design Retention Strategy	Retention Strategy designed with detailed milestone plan to include: Purpose, Growth, Investment, Reward & benefits, T&C's	QTR 1 2022	Not scoped yet	
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Service Objectives/Aims	Developing our Leadership/Skills and Behaviours
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High level activities/projects	High level outcomes	Aspirational Quarterly target	Funding Source (Revenue/Capital)	Other Service support
Learning and Development Strategy 'The learning tree' developed	Learning and Development strategy launched with milestone plan.	QTR 1 2021	N/A	
Organisational development programme for all levels to include core essential skills and CPD.	Development programme to enable our leaders and managers to be ambitious, creative and business-focused, to lead and motivate the teams they manage, resulting in individuals achieving their full potential. At the same time, our managers will have the confidence and skills to address people management to ensure the organisation continues to be high performing.	QTR 2 2021	Development funding/corporate funding budgets	Executive Team engagement and sign off then stakeholder feedback across all levels of the organisation.
Organisational skills matrix designed and embedded.	Key skills development for leaders to ensure our senior leadership team provides strong, clear leadership by inspiring their teams to achieve their full potential and achieve transformational change, removing unnecessary barriers/tenure constraints to development opportunities.	QTR 2 2021	Corporate learning budget costs	All organisation to adopt the growth and opportunity mindset. Exposure, Education, Experience

	A holistic approach to career and skills development to ensure our employees are supported to seek opportunities to engage in projects, work with new colleagues, and gain new skills and experiences to enhance their development.			
Fully automated learning management system through iTrent (iLearn)	A full automated learning management system that enables Manager Self-Service. Implement a digital learning hub to support a culture and mind-set of continuous access to learning and development opportunities and experiences across the organisation.	QTR 4 2021	Additional capacity costs	

Service Objectives/Aims	Engagement and Wellbeing programme
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High level activities/projects	High level outcomes	Aspirational Quarterly target	Funding Source (Revenue/Capital)	Other Service Objectives support
Wellbeing Strategy re-developed	An environment where employee's wellbeing is an integral part, and organisational decisions consider the impact on employee's wellbeing.	QTR 3 2021	NA – maybe a requirement for individual initiatives	Revisit employee wellbeing offering for organisation working collaboratively with the Community wellbeing team.
Diversity and Inclusion strategy developed.	An inclusive, respectful working culture in which employees are recognised and praised for their efforts, creativity, flexibility, and Individuality.	QTR 4 2021	NA	

Service Objectives/Aims	Internal Policy and Process improvement project supporting EFDC Evolution
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High level activities/projects	High level outcomes	Aspirational Quarterly target	Funding Source (Revenue/Capital)	Other Service support
People Management Policies are in line with EFDC's digital self-service evolution.	Complete policy and guidance content review, modernisation, and re-branding of EFDC's people management policies and procedures, to ensure they are fit for purpose and legislatively compliant. New people management essential skills e-learning calendar launched.	QTR 3 2021		Ongoing IAOG Policy ratification group sign off. All managers to complete essential people management e-learning (11 modules)
Automated People Management Processes. Move to digital processes.	People Policies are people centric, simple, business-focused, and compliant with legislation, empowering our leaders and managers to ensure consistent application and self-service.	QTR 3 2021		Reliant on intuitive intranet, SharePoint, currently using document links in excel format as current work around.
Collaboration Tool	To have an intuitive, interactive, and attractive information platform, that engages and informs all employee through different channel methods aligned to the internal comms strategy.	QTR 3 2022	Will require budget/procurement and capacity investment.	Collaboration Tool Project brief developed covering discovery stage. Led by a programme team including, People team, Internal Communications, ICT and content experts/managers from each service area.
Job Families - Refresh and embed within the organisation.	Review job families and career pathways to enable employees to plan their career journeys with EFDC.	QTR 3 2021		Job family and JE training organised throughout 2021.