

PEOPLE PLAN 2021-25



**EVERYONE'S
ESSEX**



Essex County Council

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WE MUST RECOGNISE THE WORLD AROUND US IS CHANGING FASTER THAN EVER

Welcome to this important document which sets out the priorities for our workforce over the next four years. While the Organisation Strategy sets out what the focus is for Essex County Council – for the county, this People Plan helps us ensure we’re enabling, growing and equipping our workforce to deliver now and in the future.



INTRODUCTION

from Gavin Jones, Chief Executive

Our last People Plan helped us provide clear direction for our workforce development and delivered on some key activity, including:

- Learning and Development, reflecting my commitment to ensure the council is and remains a learning organisation
- Pay and Reward, ensuring our pay and grading system is equal for all employees and at a good market rate, so we can continue to attract the best talent to Essex County Council (ECC)
- Wellbeing, to ensure that our workforce is as healthy as they can be against our four key pillars: physical, mental, financial and social wellbeing

As we look forward to the new People Plan, we must recognise the world around us is changing faster than ever. We know the Covid-19 pandemic has put significant pressure on individuals, teams, communities and organisations and that full recovery will take time.

I believe the work we've already accomplished on our previous People Plan has set us on a course to succeed and has set the foundation so we can rise to our current and new challenges that face us. Therefore, one of the key principles of this new People Plan is building on the foundations of things we already have in place, and embedding and strengthening some of the changes.

That said, our new People Plan seeks to, once again, invest in our people. There are some key areas the Corporate Leadership Team and I are keen to address and call out as areas of focus:

- Diversity, equality and inclusion, ensuring real organisational honesty about where we are at with diversity, inclusivity and equality, and making sure we've got an action plan to address our shortcomings
- Collaboration and how we can continue to be greater than the sum of our parts, that we continue to support each other, no matter where we are working or how we work
- Continuously understanding the long-term future of work, so we can understand areas such as how technology is going to change the way we work and take early action to improve upskilling/reskilling of our workforce. This means we can be ready for those future challenges.

As always, we will continue to talk about our People Plan developments as part of the Chief Executive and Leader Roadshows, on the intranet and on One News. Please read the rest of this document and consider what it means for you, your team and the organisation.

Gavin



INTRODUCTION

from Pam Parkes, Executive Director
for People and Transformation

I'm really pleased to be writing an introduction to our People Plan 2021-25. This is the second People Plan since I've been at the council and I'm really excited to share it with you.

Throughout the last year, we've seen the biggest challenges of our lifetimes and, within that, some of the biggest changes to how and where we work. Again, our research tells us the pace of change will not slow but speed up, meaning our workforce needs to be ready.

Our last People Plan sought to invest in our people and we delivered against that plan. Some highlights of the initiatives that were delivered include:

Brought recruitment back in-house and reduced the cost of both permanent and temporary recruitment, while improving the experience

Employer brand showcasing real ECC employees attracting more diverse talent

Brand new careers site (www.workingforessex.com) as well as new recruitment technology

Completed Essex Pay changes enabling us to attract and retain our employees

New wellbeing strategy and wellbeing offer focused on four key pillars (physical, mental, social and financial wellbeing)

New performance development framework and technology focusing on objectives, check-ins and development plans

Started our annual 'LearnFest', as well as an on demand learning catalogue and specific programme for managers and leaders

Rolled out a brand-new learning system, helping employees to access, rate and share content with colleagues

Organised virtual Chief Executive and Leader Roadshows making them available for all to attend

I'm pleased the work on our last People Plan has been recognised by the CIPD which is the professional body for HR and People Development, winning the 2021 award for reward and recognition, as well as the TIARA awards for onboarding and being finalists and highly commended for others.

Our new People Plan seeks to build on what we've achieved in the last three years and really embed some of the things we have put in place. That said, we need to continue to invest in our people to help address some of the key challenges we face today, as well as preparing us for the uncertainty of the future.

Our People Plan 2021-25 contains eight key areas of focus. They are:

Creating the right conditions

A healthy place to work

Brilliant at the basics

Becoming more connected

Enabling productivity and enhancing performance

The future of work at Essex

Enabling growth and development

Our strength lies in diversity

Each one of these themes has been considered carefully and taken from our external and internal research, our leadership team's priorities and our employees. They are key themes for us to drive change and create the strongest workforce we can. You'll find lots more information about each theme and the desired outcomes in the rest of this document.

This plan is for our entire workforce and it needs everyone to play their part to deliver it. Within this document, there is a set of responsibilities that set out the expectation of the different roles within the council.

We will all need to play our part in creating the best council to work for and a collaborative, modern workforce that delivers the best results for its residents and customers.

Pam

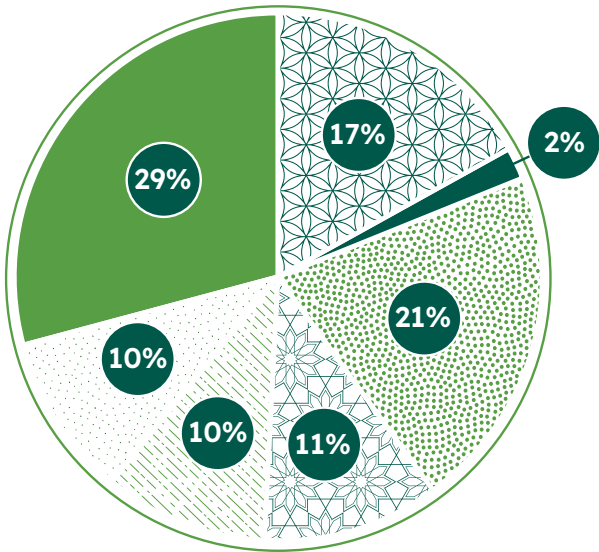
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OUR PEOPLE

Essex County Council is made up of many services doing completely different things. Collectively, our people are responsible for social care, libraries, public health, economic growth, planning, education, our customers, our budget, our transformation and much more.

We have a huge ambition for our People Plan, which matches the ambition of our people. The following infographics provide just a snapshot of the complexity, scale and challenges within our workforce which we will seek to address across the next four years.

Our people have a vast range of skills and talent across a hugely diverse range of services and professions.



Service area		%
	Adult Social Care	17
	Chief Executive's Office	2
	Children and Families	21
	Corporate Services	11
	Education	10
	People and Transformation	10
	Place and Public Health (including Customer and Libraries)	29

While we have diversity in our workforce, we know we have work to do to ensure it's reflective of the communities we serve.

We know that a disability can be many different forms, both seen and unseen.

4% of our workforce have told us they have a disability and we know this is far behind the average in the communities we serve.



The proportion of women to men reduces at senior levels, meaning we need to ensure everyone is getting the same opportunities.



While **76%** of our workforce are female, we have a gender pay gap of **9.8%**. This means on average for every **£1** men earn, women earn **91p**.* This is caused by a lower proportion (56%) of women at senior grades.

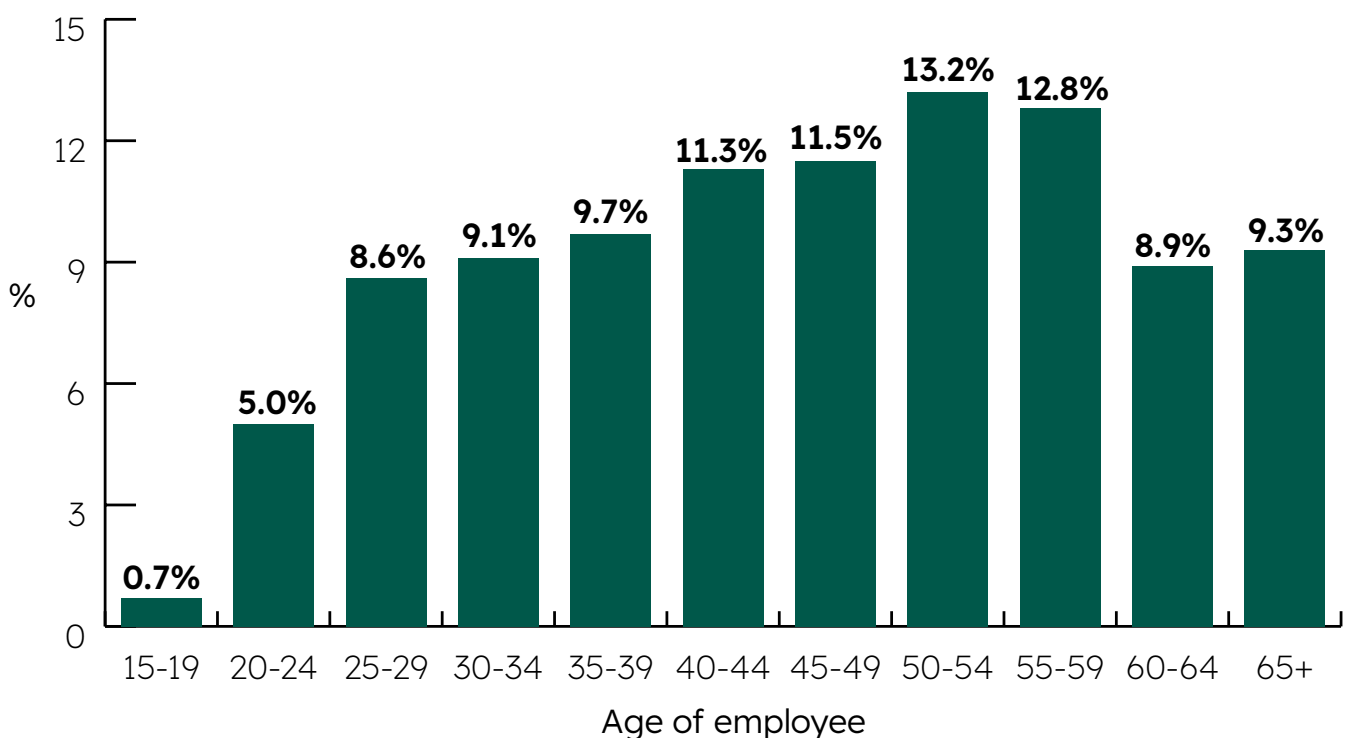
*Having a gender pay gap does not mean we have an equal pay issue (where women are paid less than men for the same job).

The ethnicity of our workforce is in line with that of our community but there is still a lower proportion of Black, Asian and Minority Ethnic (BAME) employees at senior levels

14% of our workforce are BAME, however that proportion lowers at senior manager level to just **9%**.



We have an aging workforce profile with five generations working for the council at the same time, with different expectations.



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OUR PEOPLE PLAN – KEY THEMES

Our new key themes are summarised on the next page.

They help to focus and prioritise the ambition and targets that we want to achieve over the next four years. They have been developed with thorough research from our workforce, our people teams and our professional networks, as well as addressing some of the important insight that we know about our council and the challenges we're likely to face.

The key themes are:

Creating the right conditions

We are clear about what the organisation expects from all of us when we come to work. We work hard to identify and remove any barriers that may stand on our way. We shape our culture, and this enables us to be our best.

Brilliant at the basics

Our people processes are efficient, effective and driven by business insight and technology. With accessible and easy to understand information and support available, we can focus on the job at hand rather than on workarounds to deliver the core aspects of our roles.

Enabling productivity and Enhancing performance

Enabling productive ways of working is crucial to meet some of our biggest challenges, we will seek to understand and address some of the critical factors that stop us from being productive. We continue to strive for the best performance as individuals, teams and the organisation as a whole.

A healthy place to work

We want to enable the right environment, conditions, and behaviours so individual and organisational wellbeing is embedded in everything we do. We're focused on the delivery of our wellbeing strategy, under the four pillars of wellbeing: physical, mental, financial and social wellbeing.

The future of work at Essex

We use research and insight to look into the future, plan for changes to the ways we deliver outcomes, and what these changes mean for us as an organisation. This focus on future-readiness ensures our recruitment and development can respond to new priorities, new services and new practices with new skills and capabilities.

Enabling growth and development

We want to continue the journey we started in the last three years, focusing on making learning part of what we do all the time, and for that, we will prioritise embedding learning “in the flow of work”. Thanks to this approach we can see far greater use of talent pipelines and succession planning, resulting in more internal opportunities that offer growth and development.

Becoming more connected

Our organisation is one where we all feel a sense of belonging; we understand what the contribution is we make towards achieving the organisational priorities. Networks, technology, and the organisational culture enable us to make the right connections, ensuring we are more effective in our roles. We understand that building social connections at work has a direct impact on our wellbeing, delivering a positive working experience.

Our strength lies in diversity

We want to be as diverse as the communities we serve. We want to have an inclusive culture where everyone has the chance to thrive by being themselves. By having a diverse workforce and an inclusive culture, we will have a greater diversity of thought across the organisation, leading to more innovation and empathy with our service users.

Each of the themes will now be covered in more detail including:

- The outcomes we want to achieve
- The foundations we already have in place to help us deliver our outcomes. These include areas where future work is planned to embed things that have already been delivered
- The new activity and investment in our workforce that will help achieve the outcomes
- Finally, how we will measure how our workforce strategy has been successful in meeting the outcome

CREATING THE RIGHT CONDITIONS

We are clear about what the organisation expects from all of us when we come to work. We work hard to identify and remove any barriers that may stand in our way. We shape our culture, and this enables us to be our best.

Our pay and reward structures are fair and equitable, based on mutual understanding of what is expected from all of us, and helping us to attract and retain the best talent for the work we need to deliver.

We understand change is constant, and we embrace the reality that comes from working in that uncertain environment. We are all invested in shaping the change journey of our organisation.

We are proud of working for ECC and the positive impact we have in our county and with our residents. We embrace our new ways of working and are proactively shaping the culture we need to make it a success.

What we already have in place

- Essex Pay, which means that our pay is reviewed regularly to make sure that we are able to attract and retain employees
- Social care capability framework, linking pay reviews to behaviours, core capabilities, management, and professional competencies
- Reward hub and recognition event including the You Make the Difference in Essex Awards
- Employment Standards set out our intentions for supporting and managing our people. The standards explain what you can expect from the organisation, as well as what we expect from you and our line managers
- Onboarding programme for new joiners, providing a good corporate introduction to ECC as well as functional specific programmes

- Employee Value Proposition, attracting the best, diverse talent to ECC via our careers website www.workingforessex.com
- ADKAR change methodology and change focus on transformation programmes; seeking to understand the people aspect of change

Next steps to help us achieve the outcomes

- Review of wider reward and recognition strategy, enabling further personalisation of benefits to each individual
- More frequent and inclusive recognition campaigns and events which celebrate and spotlight exceptional performance
- Focus on developing our own people so we see more internal movement to new opportunities including promotions or secondments
- Review of change network, employee panels – creating champions for change
- Further capability building of ADKAR change methodology

- Review of employee listening technology to enable more frequent engagement with all employees with more timely, actionable insights

How will we know we are meeting these outcomes?

Employees are 30% less likely to leave due to reasons of “pay, benefits or recognition”

We’re likely to attract more employees from across the diverse population of Essex and wider

Employees tell us change is well managed and they are more engaged overall

Employees are likely to recommend ECC as a place of work (achieving 4.5 on glassdoor.com)

We see an overall increase in people taking on new roles or promotions within ECC (30% higher)

Change management is a core workstream in major projects and programmes

‘IT’S ESSENTIAL TO INSPIRE PEOPLE TO BE THE VERY BEST THEY CAN BE’

Amanda Rawlings, Commercial Manager Adult Community Learning



BRILLIANT AT THE BASICS

Our people processes are efficient, effective and driven by business insight and technology. With accessible and easy to understand information and support available, we can focus on the job at hand rather than on workarounds to deliver the core aspects of our roles.

We feel supported in our day-to-day work with accessible, easy to understand information that feels relevant to all, regardless of role, with challenges resolved at first point of contact.

Our people processes and systems allow all of us to focus on what adds value rather than acting as a barrier to progress. As managers we are empowered to focus on supporting our teams, quickly and efficiently.

We are evidence-based in our approach, improving our data capability to inform decision making and more efficient workforce planning.

What we already have in place

- My Oracle has already helped to modernise our HR and Payroll technology to ensure our processes are as efficient as they can be
- My Recruitment technology helps our recruiters and line managers manage applications
- Continuous Improvement practice leaders, helping us build the capability to ensure optimised, efficient and effective processes
- Research and discovery into how well the intranet works as an employee hub for news, information, processes and instructions

Next steps to help us achieve the outcomes

- Building on the launch of My Oracle and continuously improving our HR and payroll processes, keeping our system fresh with regular updates and getting the most out of our investment
- Focus on automating processes. For example, when a new joiner starts, their ID pass, technology and setup on required systems is automated
- Information is easier to find, policies easier to understand via a fit-for-purpose employee intranet
- Refocus our people support service to proactive support and channel shift of employment queries to digital platforms
- Focus on workforce data management, ensuring far greater access to enhanced people management information

How will we know we are meeting these outcomes?

Our workforce can focus on the core added value of their roles rather than ‘administration’

Our service offer is well used. We see a 30% reduction in support required because basic queries are easier to self-serve

Feedback from employees about our operational services is improved – 90% or more positive

Level of engagement with employee communications is improved

Data is cleaner within our systems meaning it’s more meaningful for customers

Data from our digital services demonstrates that most queries are answered via self service

‘GETTING THE FOUNDATIONS RIGHT IS ESSENTIAL. OUR INSIGHTS IMPROVE VULNERABLE LIVES’

Nahida De Leon, Service Manager Professional Standards and Audit



ENABLING PRODUCTIVITY AND ENHANCING PERFORMANCE

Enabling productive ways of working is crucial to meet some of our biggest challenges, we will seek to understand and address some of the critical factors that stop us from being productive. We continue to strive for the best performance as individuals, teams and the organisation as a whole.

Our organisational culture seeks to provide the best possible services for our residents and customers. But we understand this does not mean we have to be “always on”.

Our business processes are efficient and effective, meaning that we get things right first time wherever possible. We are all equipped and empowered to fix inefficiencies with our processes.

We understand how our individual performance is linked to team and organisational performance, so that the organisation as a whole continues to improve.

What we already have in place

- Continuous Improvement (CI) methodology used for business design projects/processes
- Community of practice including CI practice leaders
- Productivity framework trials that seek to look at the conditions we are all working in and the tools for the job
- High performing teams offer via My Learning

- Performance development framework enabled through My Performance for objective setting, check-ins and development plans

Next steps to help us achieve the outcomes

- Ensure productivity is considered as part of Ways of Working (particularly the conditions to ensure a productive environment)
- Develop a culture of psychological safety so people can perform at their best, regardless of where they work, and are trusted to do so
- Embedding performance development and high performing teams across the organisation
- Evolution of our People Analytics which is more connected to business problems and how we address them

How will we know we are meeting these outcomes?

Our productivity index increases over time

We stay in the top ten of high performing councils through the IMPower index

Higher number of teams using high performing teams offer

Higher use of performance check-ins across all functions (at least 60%)

Improved organisational performance

We increase our number of continuous improvement practice leaders across the council

**‘WE CONSTANTLY
IMPROVE OUR SERVICES
TO ENSURE THE BEST
POSSIBLE OUTCOMES
FOR OUR RESIDENTS’**

Michelle Skeats, Assistant Project Manager



A HEALTHY PLACE TO WORK

We want to enable the right environment, conditions, and behaviours so individual and organisational wellbeing is embedded in everything we do. We're focused on the delivery of our wellbeing strategy, under the four pillars of wellbeing: physical, mental, financial and social wellbeing.

Our wellbeing offer will be evidence-based and continually informed by the changing needs of our organisation. Developed in collaboration with colleagues, we will continue to robustly monitor our offer to track progress and ensure it is having the intended impact.

Our wellbeing as an organisation is important for our success. We will have access to a full package of support to ensure our wellbeing remains positive, with leaders and managers setting the best example.

Our physical working environment should support wellbeing and enable all of us, regardless of role or work preferences, to be our best at work, everyday.

What we already have in place

- Wellbeing strategy and standards, with a focus on four key pillars: physical, mental, social and financial wellbeing
- Wellbeing focus as part of performance check-ins
- My Wellbeing offer (via My Learning) with many resources, functional and team specific wellbeing offers
- Employee assistance programme, occupational health and financial wellbeing support through salary finance

Next steps to help us achieve the outcomes

- Increased learning, development and support for managers having conversations and supporting team members with their wellbeing
- Creation of a ‘wellbeing strategy board’ with representation from senior leaders and a corporate sponsor
- We will continuously work with our partners such as public health, active Essex, Essex pension fund etc to raise the wellbeing agenda of our people
- Increase visibility of access and usage of wellbeing offer and services, linkage with our Ways of Working (WoW) programme
- Work with each of our functions to ensure there are local plans in place which help maximise wellbeing

How will we know we are meeting these outcomes?

Wellbeing continues to be a focus area of performance development (featured in 80% of check-ins)

Sickness absence is reduced by 30%, as well as reductions in the cause of stress, depression or mental health

Our employees tell us they know where to go for help and they feel supported

Our employees recommend ECC as an employer of choice

We become known as an employer that takes wellbeing seriously

An increase in the number of applicants for each vacancy

**‘WE CANNOT
UNDERESTIMATE
THE IMPORTANCE
OF LOOKING AFTER
OUR WELLBEING’**

Janine Dawson, Service Manager Children & Families



THE FUTURE OF WORK AT ESSEX

We use research and insight to peer into the future, plan for changes to the ways we deliver outcomes, and what these changes mean for us as an organisation. This focus on future-readiness ensures our recruitment and development can respond to new priorities, new services and new practices with new skills and capabilities.

We understand and react to the environmental changes that impact services we provide to the county of Essex.

We understand the impact of technological advances, digital and automation on jobs, ensuring we have the workforce needed for the future.

Our culture, technology and ways of working support all of us to deliver positive outcomes for Essex residents.

What we already have in place

- The use of strategic workforce planning methodology across each function, making sure we have the right size, shape, cost, people and skills
- Talent management strategy
- Management acceleration programme
- Performance development framework (with a focus on development)
- Organisational Design (part of Service Transformation)

Next steps to help us achieve the outcomes

- Continue aligning workforce planning alongside business planning
- Each service has a long-term workforce plan which addresses the five rights (right size, right shape, right cost, right people and right skills)
- Skills planning including re-skilling of defunct skills/jobs
- Continue to enable ongoing organisational design changes
- Increase our people analytics and workforce insight including working with strategic partners such as My Oracle and Cornerstone, which provides My Learning and My Recruitment, as well as workforce trends to ensure we're ahead of the curve

How will we know we are meeting these outcomes?

- Our organisational size, shape and skills and cost are fit for now and the future
- We're able to re-skill and up-skill individuals leading to an increase of 30% successful internal applications
- Our residents find our services (delivered through our workforce) efficient and effective
- We're continuing to be highly rated in the IMPOWER annual index for high performing councils
- Our corporate services are effective and benchmark well against similar sized councils, in line with our level of ambition
- Our organisation design approach continues to enable design of teams in line with workforce planning

‘IN OUR RAPIDLY CHANGING WORLD, RESEARCH AND INSIGHT HAS NEVER BEEN MORE IMPORTANT’

Peter Massie, Head of Essex Highways Commissioning



ENABLING GROWTH AND DEVELOPMENT

We want to continue the journey we started in the last three years, focusing on making learning part of what we do all the time, and for that, we will prioritise embedding learning “in the flow of work”. Thanks to this approach we can see far greater use of talent pipelines and succession planning, resulting in more internal opportunities that offer growth and development.

As a learning organisation, we are empowered to own our learning journeys. Enabled by our learning platform, we can all build new skills, embed them in the everyday and drive individual and team performance.

We can all access quality learning that we want and need at any time, on any device. Our learning offer is curated and designed with us, the learners, at its centre.

We can identify next steps for our careers at ECC. We are supported and encouraged to progress and develop. As an organisation we identify any potential gap in future skills and have a focus on developing our own talent to address them.

What we already have in place

- Regular learning events and focus areas including the annual ‘LearnFest’
- My Learning and learning catalogue, enabling our employees to learn on demand
- Management Acceleration Programme
- Leadership development offer
- Career pathways in certain services
- Entry to work schemes

- Performance Development Framework focused on wellbeing, performance, development and feedback

Next steps to help us achieve the outcomes

- Launch of learning standards. Learning objectives to become part of development check-ins
- Future functionality of My Learning including skills capture and sharing, powered by Artificial Intelligence (AI)
- Digital learning focus including mobile learning, increased data and use of AI to recommend content in line with organisational needs
- Internal mobility (including enhanced use of secondments etc)
- A focus on ‘Growing our own’ talent (for both existing employees and progressing people through entry to work schemes)

How will we know we are meeting these outcomes?

Learning becomes a habit, on-demand learning is more frequently used/attended

Learning items, events and programmes are rated 4.5 or above by learners

Internal mobility (ECC employees taking up new opportunities) is 30% higher, making us less reliant on external recruitment

Our employees are continuously supported by good quality check-in conversations with their managers

Higher engagement and improved feedback from employees about learning events and campaigns

The number of career pathways increases and are well used (eg employees following the career pathways)

**‘I’M DELIGHTED TO BE
IN AN ORGANISATION AS
PASSIONATE ABOUT MY
DEVELOPMENT AS I AM’**

Katie Elgie, Category and Contract Manager



BECOMING MORE CONNECTED

Our organisation is one where we all feel a sense of belonging; we understand what the contribution is we make towards achieving the organisational priorities. Networks, technology and the organisational culture enable us to make the right connections, ensuring we are more effective in our roles. We understand that building social connections at work has a direct impact on our wellbeing, delivering a positive working experience.

As an organisation we recognise the importance, and actively seek the development of broader connections across colleagues, teams, partner organisations, residents and communities.

Our technology helps us to stay connected and fully supports a hybrid way of working, even when we work from different locations, with different working patterns.

Individual skills are understood across the business and we become greater than the sum of our parts.

What we already have in place

- Chief Executive and Leader roadshows being held virtually through 2020/21 improving attendance
- Established employee networks and other communities (change network, employment panel)
- Ways of Working (work styles)
- Leading Greater Essex programme

Next steps to help us achieve the outcomes

- A more diverse group of employees influencing key programmes, gaining diversity of thought and crossing functional boundaries
- Develop our relationships with key partners such as Solace, LGA, WiG, PPMA, CIPD, other county councils
- Organisational network analysis and activity, promoting cross functional networking
- Skills mapping across the entire council and activity that looks towards how we share skills across functional or even with partners – lessening reliance on consultants
- Participate and contribute towards forward thinking research in local government
- Work with People & Transformation suppliers, building on procurement work regarding social value

How will we know we are meeting these outcomes?

Improved engagement scores through employee surveys

Improved scores for support services survey (how we support frontline services)

An increased sharing of skills across functional and organisational boundaries

Improved credibility throughout local government

A 30% increase in internal applicants to vacancies

An increase in participation and engagement with employee community networks

‘EVERYTHING IS BUILT ON STRONG RELATIONSHIPS’

Bianca Garcia, Customer Services Assistant Libraries



OUR STRENGTH LIES IN DIVERSITY

We want to be as diverse as the communities we serve. We want to have an inclusive culture where everyone has the chance to thrive by being themselves. By having a diverse workforce and an inclusive culture, we will have a greater diversity of thought across the organisation, leading to more innovation and empathy with our service users.

Our attraction and recruitment processes are designed to encourage and support applicants from all backgrounds, enabling us to better reflect the diverse communities we serve.

Inclusion at ECC is at the heart of decision-making and our culture and processes support this. No one has to change who they are to 'fit in' at ECC.

Our employee communities are not only empowered, but enabled to get involved in strategic decision making and organisational policy.

What we already have in place

- Employee community networks have been growing in membership and advertised throughout ECC
- Statutory reporting (annual diversity reporting and gender pay gap)
- Diversity deep dive insights, a third party review into diversity, equality and inclusivity at Essex, providing insight to our action planning
- Our employee value proposition and branding on our careers website www.workingforessex.com reflecting the communities we serve

Next steps to help us achieve the outcomes

- Action planning from the diversity deep dive insights including expert view of how we close some of our diversity and inclusion shortcomings
- Focus our employer brand on all the protected characteristic groups to encourage more job applications from people with less privilege
- Enable our employee networks to be engaged with major change programmes
- Specific programmes addressing imbalances of gender, ethnicity and disability in senior positions
- We collect better employee data so our communications, engagement and decision making can have a better reflection of the diversity of our workforce

How will we know we are meeting these outcomes?

Our workforce is as diverse as our communities at all levels e.g. increasing women in senior roles

Management and leadership levels are representative of the workforce overall

More applicants from diverse backgrounds are being appointed to externally advertised roles

ECC employees from diverse backgrounds apply and are successful for secondments and promotions

We close the gap on our gender pay averages by at least 5% points over the next four years

We self-report and address any ethnicity pay gap

**‘LEADING THE BAME
EMPLOYEE NETWORK TO
ENSURE ‘DIFFERENCE AND
DIVERSE’ ARE RESPECTED
AND VALUED’**

Beverley Simms, Organisation Development & Change Practitioner,
and Chair of the BAME Network



3

DELIVERING ON OUR PEOPLE PLAN 2021–25

Our People Plan doesn't deliver itself. It's a plan our HR professionals will help and enable the organisation to deliver. But everyone has a responsibility to build the best workforce in local government.

Role	Responsibility
Leadership (Heads of Service, Directors and the Corporate Leadership Team)	<p>Make the space to talk to all employees about the organisation strategy and workforce strategy, and the connections between them</p> <p>Listen to all employees, promoting an inclusive workforce and amplify the voices of employees with less privilege to build a more inclusive workforce where our differences are celebrated</p> <p>Promote and encourage learning opportunities on a day-to-day basis. Support your employees to take new opportunities, even if that crosses functional or organisational boundaries</p> <p>Continue to employee workforce interventions that help develop and grow our workforce, but continuing to try things out and feedback where they aren't working</p>
Managers	<p>Make the space to talk to your teams and individuals about the People Plan and what it means for them personally</p> <p>Encourage employees to stretch themselves, consider becoming practice leaders and encourage them to identify and feedback on inefficient processes or underperforming practice</p> <p>Recruit for attitude, bring the right people into our organisation and consider those from under privileged backgrounds</p> <p>Ensure an inclusive team culture. Don't let anyone think they need to adjust who they are to fit in at Essex</p>
All employees	<p>Arrange regular check-ins with your manager, be proactive about talking about your wellbeing, performance, development plans and feedback</p> <p>Your journey is in your own hands. Become a self-directed learner, seeking out opportunities throughout the council and from the learning offering to develop</p> <p>Call out inefficient or ineffective ways of working, throughout all processes across the council. Complete the engagement surveys to ensure we've got a true reflection of your experience as an ECC employee</p> <p>Take personal responsibility for your wellbeing. Use the services available to you and talk to your manager if you need further support</p>

Role	Responsibility
People and Transformation function	<p>We will work closely with each function to roll out new activity and ensure local aspects are considered through long-term workforce planning</p> <p>Continue to be updated with the latest employment practice. We will continue to be ambitious and innovative on behalf of the entire workforce and ensure continued investment, enabling our workforce to develop and grow</p> <p>Continue to deliver our ‘People Plan’ and measure our performance. We will continue to enable a higher performance across individuals, teams and the organisation</p> <p>We will be there if you need us. If you need to talk to us, our service centre is available for a confidential conversation</p>

LINKS TO OTHER KEY DOCUMENTS

- Future of Essex - **Essex Partnership (essexfuture.org.uk)**
- Everyone’s Essex – **Plans and strategies - Essex County Council**
- ECC Wellbeing Strategy – **My wellbeing (essex.gov.uk)**
- Careers Website **www.workingforessex.com**
- Annual Diversity Reporting (including Gender Pay Gap)
Equality and diversity: Our approach - Essex County Council

This information is issued by:
Essex County Council
People & Transformation

Contact us:
servicecentre@essex.gov.uk
03330 135888

People & Transformation
Essex County Council
County Hall, Chelmsford
Essex, CM1 1QH

 [Essex_CC](#)
 facebook.com/essexcountycouncil

The information contained in
this document can be translated,
and/or made available in alternative
formats, on request.

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