

HR POLICY DEVELOPMENT AND REVIEW

9 March 2023

Report of the Organisational Development Manager

PURPOSE OF REPORT

To update the Committee of the development of a new People Plan 2023-2026.

This report is public.

RECOMMENDATIONS

That the new draft People Plan 2023-2026 appended to this report is considered by the committee. Please note that this is the strategic work plan for the Human Resources Team and does not require formal approval.

1.0 Introduction

- 1.1 A three year People Plan has been developed as a strategy to support the council's priorities from a people management perspective.
- 1.2 Given the context of OBR and the impact of budget constraints, it is more important than ever to ensure that employees are effective at delivering positive outcomes for our residents and communities. It is therefore critical that employees are developed and lead well, thereby increasing capacity, to ensure the continued success of Lancaster City Council. The People Plan will set out how this will be delivered.
- 1.3 The People Plan has drawn on the expertise and knowledge of a wide range of stakeholders in the organisation to ensure that it is relevant to current and future needs, including senior managers, Staff Ambassadors, We're Listening Forum colleagues (representing front line colleagues based at White Lund Depot), the workforce as a whole, Trade Unions and Investors In People.
- 1.4 The Plan comprises an overarching commitment to good quality people management based on organisational context, and then details the actions that will be taken to demonstrate how those commitments will be translated into daily reality.

2.0 Background

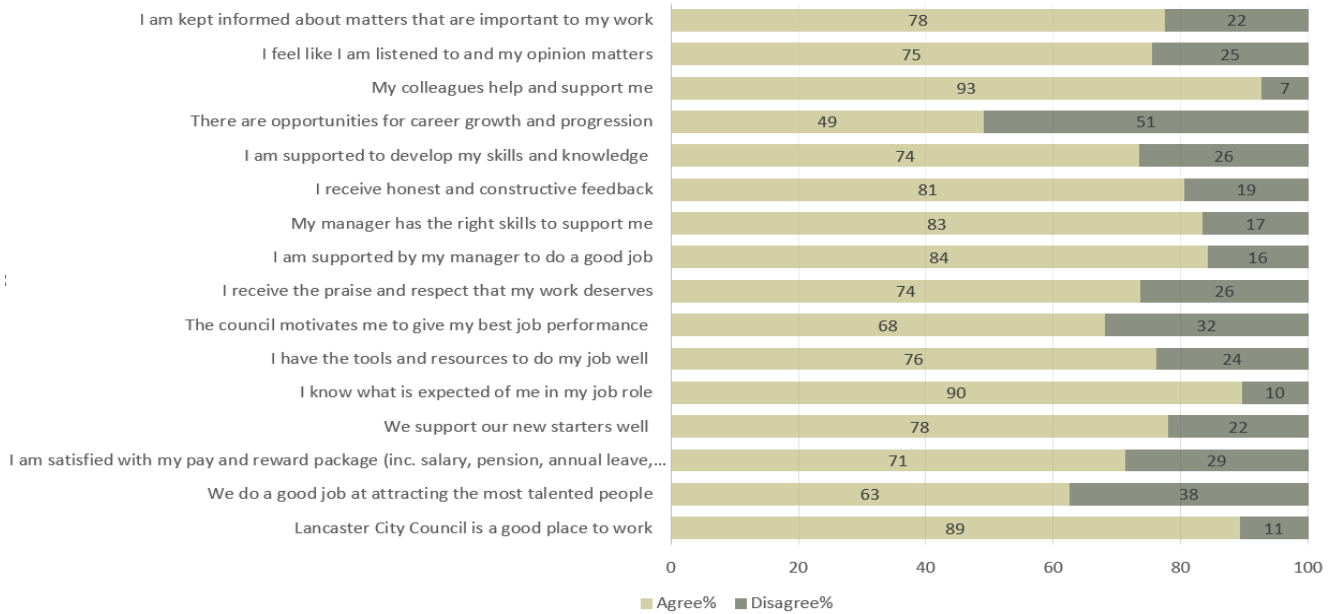
- 2.1 A People Plan is a means of ensuring that people management and development practices, such as recruitment, leadership and development, are aligned to longer term organisational goals and outcomes. This is brought together in a planned framework.
- 2.2 There are a number of key projects to be delivered by the Human Resources and Organisational Development (HR&OD) Team over the coming months and years to ensure the council is able to effectively deliver council priorities.

- 2.3 The development of a People Plan also provides a means of ensuring that the entire organisation is able to contribute to the prioritisation of the people initiatives that will be delivered, that it is clear what the organisation can expect in terms of people management and development, and that progress against the plan is measured and transparent. It also ensures that the plan has leadership team support and commitment.
- 2.3 To identify the needs of the organisation the following stakeholders have been consulted with and views gathered:
- Heads of Service one to ones
 - Staff survey
 - Staff Ambassadors
 - Trade unions
 - We're Listening Forum (front line colleagues at White Lund Depot)
- 2.4 Reference has also been made to the recommendations of the 2022 Investors In People Review Report following silver accreditation in 2021.
- 2.5 There is no current People Plan in operation.

3.0 Informing the People Plan

- 3.1 Following the staff survey, the top five priority areas to address for the People Plan were:
- Career growth and progression
 - Attracting talent (recruitment)
 - Performance and motivation
 - Pay and reward
 - Skills development (joint fifth)
 - Praise and recognition (joint fifth)
- Lower priority areas were:
- Feeling that Lancaster City Council is a good place to work
 - Role expectations
 - Colleague support
- 3.2 The main areas of feedback from senior managers were:
- Need for staff development
 - Focus on high performance
 - Induction and onboarding
 - Leadership and management development
 - One team culture
- 3.3 Investors in People told us the areas to work on are:
- Reposition and embed values
 - Review learning and development
 - Strengthen performance management
 - Leadership skills
 - People metrics
- 3.4 A summary of the results is shown below:

PEOPLE PLAN SURVEY RESULTS



4.0 Approach taken

4.1 After the analysis of the various feedback gathered, a number of recurring themes and issues have been identified, these were then set out in the People Plan as a number of commitments to people management and development in an attempt to distil the information to a one page plan. Supporting action plans with timeframes are still being developed to support the delivery of the commitments.

4.2 The main themes are:

- We are an employer of choice
- We are one team
- We are serious about learning and development
- We are future focussed
- We lead with compassion and courage

4.3 Full details of the themes, including the benefits of delivering on the commitments and the success measures are included in the document at Appendix 1.

5.0 Measuring success

5.1 Each action within the Plan is linked to a metric to help determine whether positive outcomes are being achieved. They will be kept under constant review.

5.2 The main success measures are derived from:

- People metrics – number of vacancies, employee turnover, sickness rates, training courses attended, number of apprentices, annual conversations that have taken place, etc
- Survey data – employees telling us how they feel about working at Lancaster City Council, including whether they feel: that they are valued, that they undertake purposeful and meaningful work, that they have a voice and are listened to, etc
- Investors In People – the status that we are awarded (currently silver) and recommendations
- Employee Voice feedback – qualitative data from Staff Ambassadors, Trade Unions and other feedback forums.

6.0 Review

The People Plan will be kept under continuous review based on the needs of the organisation, ongoing employee engagement and feedback from Investors In People.

7.0 Options

The People Plan is being available to the Committee for information only to demonstrate our commitment to being open and transparent about our work, however views and comments are welcome.

8.0 Conclusion

Members are asked to review and acknowledge the People Plan.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):

n/a

LEGAL IMPLICATIONS

There are no legal implications.

FINANCIAL IMPLICATIONS

There are no financial implications to the implementation of the strategy, other than usual spend of the corporate training budget.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:

This is the strategic work plan for the HR and OD team so will involve resource use from across the council.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no comments to add.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no comments to add.

BACKGROUND PAPERS

People Plan appended

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