

**People Plan Update  
21 November 2023**

**Report of Organisational Development Manager**

**PURPOSE OF REPORT**

To update the Committee on progress of the People Plan.

This report is public.

**RECOMMENDATIONS**

**That the Committee acknowledges the progress made on the People Plan to date. Questions or feedback are welcome.**

**1.0 Introduction**

- 1.1 This report sets out a summary of the progress made on the People Plan.
- 1.2 The People Plan is the strategic plan to enable employees to work at their best.

**2.0 Background**

- 2.1 The People Plan was introduced in April 2023 following extensive consultation with employees. Surveys and feedback from staff networks, trade unions and leadership team informed the content and priorities of the Plan.
- 2.2 It is an ambitious three year plan built on five commitments that describe the outcomes we hope to achieve: we are an employer of choice, we are one team, we are serious about learning and development, we are future focussed and we lead with courage and compassion.

**3.0 Year One Progress**

- 3.1 We are an employer of choice:
  - Recruitment webpages are being refreshed to ensure they are relevant to our work, focussed on values and what makes working at Lancaster City Council great, in order to attract prospective employees.
  - Induction and onboarding is being overhauled – full review of the journey from when a job offer is made to being an established member of staff, including a new in person social event, a new manager guide, an induction hub, and more.
  - Staff benefits – new staff benefits platform introduced and promoted.
  - Exit Interviews refreshed – project underway as part of the Engagement Strategy, involving consideration of Stay Interviews.

- Real Living Wage – accreditation achieved.

### 3.2 We are one team:

- Team wellbeing action plans – designed, along with supporting workshop, currently being rolled out.
- Celebrating Success – staff conferences taking place in November 2023, taking on board feedback from previous conferences and staff celebrations.
- Employee Assistance Programme launched.
- Employee Engagement Strategy – designed and being implemented.

### 3.3 We are serious about learning and development:

- Performance management framework launched, supported by training for all managers.
- Learning and Development Strategy – designed and being implemented. Aimed at developing the learning culture.
- Protected learning time – built into Learning and Development Strategy.
- Apprenticeship strategy – still to be designed but the Apprenticeship Levy funding is being used to support the Learning and Development Strategy.
- Review of elearning offer – being undertaken with an initial focus on leadership development courses.
- L&D promotion – greater focus on raising awareness of development opportunities, Lancaster People Manager Essentials.

### 3.4 We are future focussed:

- Enabled manager model launched – focus on enabling managers to self serve people management processes.
- Launch and embed values and behaviours framework – initial work completed, focussed now on embedding in all people management activities.
- Development of people metrics dashboards – completed. Comprehensive data now available in an accessible format.
- Review of HR policies – ongoing.
- Investors in People – attained Established Silver.

### 3.5 We lead with compassion and courage:

- Leadership culture change programme – continued leadership development work.
- Leadership and management development programme – Lancaster People Manager Essentials launching, combining formal learning, manager networks, HR policy and process workshops, elearning, etc.
- Aspiring leaders programme – launching.
- Improving leadership team visibility – captured as part of the Engagement Strategy – new events and activities to ensure employees feel that they hear from the leadership team and are seen and heard by them.

## 4.0 Conclusion

4.1 Work is being delivered in line with the People Plan and feedback from the recent Investors in People assessment has confirmed that it is an ambitious strategy that has the potential to help people to work at their best.

4.2 A briefing to all members is being planned.

**BACKGROUND PAPERS**

n/a

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