

PEOPLE AND OD COMMITTEE

People Plan Update

6 March 2025

Report of the Organisational Development Manager

PURPOSE OF REPORT

To update the Committee on the 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 Council's strategic plan to enable employees to work at their best to support the delivery of the Council Plan.

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 Two Progress

- 3.1 We are an employer of choice
 - Recruitment Strategy developed – implementation is now underway, including use of the LGA recruitment campaign 'Work For Your Local Council', improved guidance for managers, development of key analytics, new role profiles with supporting guidance (currently being trialled), development of job adverts that are aligned to the role profiles, manager training, continued development of the Applicant Tracking System, consideration of how we can continue our digitalisation journey (using existing AI capabilities within our Microsoft licence).

- Exit interviews have been redesigned and promoted.
- We continue to run the in person corporate induction and use our refreshed approach to induction and onboarding.

3.2 We are one team

- Design of a job shadowing programme is underway.
- We continue to promote the use of team wellbeing action plans.
- Wellbeing Strategy continues to be delivered with the help and support of the staff networks.
- A refreshed format for our staff engagement event was launched, called 'Connecting Colleagues', and very positive feedback was received.
- The Staff Survey has recently closed, and next steps involve action planning via focus groups.
- An EDI Strategy is being developed, starting with work to understand what we need to do to ensure we deliver our intention to be a more inclusive organisation, weaving EDI principles into our suite of People Manager Essential courses, and improving our EDI data dashboard. Further, we plan to improve governance across our staff networks to strengthen the work already done and continue to deliver accessibility training.

3.3 We are serious about learning and development

- Our performance management framework, including the 'Annual Conversation', is currently being reviewed after its launch in Year 1 of the People Plan, in light of feedback from colleagues and our internal audit processes. This is due to be relaunched over the next few weeks.
- Delivery of the Learning and Development Strategy continues and has been interwoven to a greater extent with the Annual Conversation.
- A review of the corporate training budget has taken place and is being partially devolved to service areas.
- Apprenticeship Levy has been used to deliver leadership and management programmes.
- A plan to introduce coaching as a management skill has been developed and pilot training courses have been delivered to excellent feedback, the first one is an introduction to coaching course for all employees to attend, and the second is titled 'Manager as Coach and Guide', which is a course for managers. These courses will continue, and the Apprenticeship Levy will be used to fund higher level coaching qualifications (Level 5), due to start after Easter. A formal bank of coaches will then be available to be accessed by all staff, along with managers using coaching skills in their day to day work. Our approach to mentoring will then be developed.
- A teambuilding support toolkit for managers has been created and is available on our intranet pages. The HR Operations team have been briefed so that they can work with managers as they see appropriate.
- Work on improving career pathway visibility and career conversations has started, linked to the role profile work. Work is also underway to create a robust approach to workforce planning, which is needed so that the career pathway work can be introduced.

3.4 We are future focussed

- Enabled manager work continues, starting with the development of a guidance intranet site for managers.
- Future skills development has been designed into the performance management framework.
- Service planning approach has been developed, so that it is clear how individual services are delivering the Council Plan.
- People metrics dashboard continues to be developed.

3.5 We lead with courage and compassion

- Leadership and management development programmes implemented, for new managers, existing managers and aspiring managers, using the Apprenticeship Levy and internal resources, as well as using the District Council's Network aspiring leaders development offering and the North West Employers Tri-Sector Challenge (due to take place in 2025).
- Manager networks developed, including Extended Leadership Team and a more informal manager network for all managers.

4.0 Conclusion

4.1 An extensive amount of work continues to be delivered in line with the People Plan.

4.2 It is intended that the People Plan will be updated in light of the Staff Survey.

CONCLUSION OF IMPACT ASSESSMENT

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

It is intended that a positive impact will be made to equality and diversity as a result of this work.

LEGAL IMPLICATIONS

There are no legal implications arising from this report.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report

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

There are no resource implications arising from this report. Actions arising from this report are delivered primarily by the Council's HR and OD Team.

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no comments.

BACKGROUND PAPERS

People Plan 2023-2026

Contact Officer: Dawn Bradley

Telephone: 01524 582230

E-mail: dbradley@lancaster.gov.uk