

# Lancaster City Council People Plan 2023-2026

We are an employer of choice	We are one team	We are serious about learning and development	We are future focussed	We lead with courage and compassion
<ul style="list-style-type: none"> <li>• We attract, recruit and retain the talent that is right for us</li> <li>• We welcome and support all new starters</li> <li>• We reach out to schools, colleges and universities</li> <li>• We provide pay and reward that is attractive and sustainable</li> <li>• We design job roles to be meaningful and interesting</li> <li>• We provide the tools and resources to do our work</li> </ul>	<ul style="list-style-type: none"> <li>• We care about each other</li> <li>• Wellbeing is at the heart of everything we do</li> <li>• We work in partnership with each other</li> <li>• We feel that we belong here</li> <li>• We build connections across the council</li> <li>• We respect and value each other's differences and this makes us stronger</li> <li>• We appreciate we have different work styles and preferences and support this where we can</li> <li>• We appreciate everyone's contributions and let them know about it</li> </ul>	<ul style="list-style-type: none"> <li>• We encourage everyone to own their ability to be the best they can be</li> <li>• We promote a safe and supportive learning culture where everyone can learn and grow</li> <li>• We believe everyone has the potential to succeed</li> <li>• We strive to create high performing teams</li> <li>• We are committed to Apprenticeships</li> <li>• We provide development that is appropriate and timely</li> </ul>	<ul style="list-style-type: none"> <li>• We understand what it means to work together and perform at our best</li> <li>• We are clear about what we aim to achieve</li> <li>• We are empowered</li> <li>• We are collaborative</li> <li>• We are values led and purposeful</li> <li>• We challenge the status quo</li> <li>• We are agile and resilient</li> <li>• We measure our success by the tangible outcomes we achieve for our residents and communities</li> </ul>	<ul style="list-style-type: none"> <li>• We care and encourage each other as people</li> <li>• We are open and honest</li> <li>• We lead by example, driven by our purpose and values</li> <li>• We support our people through change</li> <li>• We work in partnership</li> <li>• We trust each other to do the right thing</li> <li>• We are committed to our success</li> <li>• We operate a blame free, positive feedback culture</li> <li>• We build teams that are engaged and committed</li> </ul>
<ul style="list-style-type: none"> <li>• Recruitment strategy</li> <li>• Induction and onboarding</li> <li>• Employee benefits and salary</li> <li>• Partnerships with local education providers</li> <li>• Job and organisation design</li> <li>• Employer brand</li> </ul>	<ul style="list-style-type: none"> <li>• Wellbeing strategy</li> <li>• Equality and Diversity</li> <li>• Strong internal communication channels</li> <li>• Engagement strategy</li> <li>• Hybrid and flexible working practices</li> </ul>	<ul style="list-style-type: none"> <li>• Learning and development strategy</li> <li>• Apprenticeship strategy</li> <li>• Career pathways</li> <li>• Team building</li> <li>• Cross team working</li> <li>• Workforce/succession planning</li> </ul>	<ul style="list-style-type: none"> <li>• Culture change</li> <li>• Embed values</li> <li>• Performance Management</li> <li>• People metrics</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Management development</li> <li>• Effective people management</li> <li>• Foundation of trust</li> <li>• Strong teams</li> <li>• Service plans and strategies</li> </ul>

## We are an employer of choice

- We attract, recruit and retain the talent that is right for us
- We welcome and support all new starters
- We reach out to schools, colleges and universities
- We provide pay and reward that is attractive and sustainable
- We design job roles to be meaningful and interesting
- We provide the tools and resources to do our work

Action	Why we are doing it	When are we doing it	Measure of success
Refresh recruitment strategy	To develop a strategic approach to ensuring we attract and recruit the right talent	Year 2	No. of applicants per vacancy Manager and applicant feedback
Review recruitment process in light of 'enabled manager' model	Managers own the recruitment process for their own area	Year 2	Manager feedback
Increased digitalisation of recruitment	Ease of use for applicants, managers and HR	Year 2	Applicant and manager feedback No. of applicants per vacancy
Refresh recruitment webpages	Talent attraction and employer brand	Year 1	Applicant feedback and No. of applicants per vacancy
Overhaul of induction and onboarding	A consistent welcome and support for new starters	Year 1	New starter and manager feedback % probationers passed
Programme of events to build talent pipelines from local education providers	To promote the Council as an employer of choice To increase span of talent attraction	Year 1	% of applicants from local education providers
Total reward approach to staff benefits	To ensure employees are valued and rewarded through means other than salary	Year 1	Employee feedback
Launch of new staff benefits platform	To ensure employees are valued and rewarded through means other than salary	Year 1	Employee feedback
Refresh exit interviews approach	To understand and learn from the reasons employees leave	Year 1	Exit interview data
Replacement of job descriptions with role profiles	To improve clarity of role and become more competency based in approach	Year 2	% role profiles in operation Employee feedback
Job families project	To promote consistency and simplification of role profiles and enable cross team working where appropriate	Year 3	% roles included in a job family Employee feedback
Review of JE process	To improve flexibility in job roles and improve transparency in the process	Year 3	Employee feedback
Redesign of employer brand	Corporate project	tbc	Corporate project
Commitment to pay Living Wage	To ensure all employees are paid a minimum wage that can be lived on	Year 1	% of roles paid at or above Living Wage

## We are one team

- We care about each other
- Wellbeing is at the heart of everything we do
- We work in partnership with each other
- We feel that we belong here
- We build connections across the council
- We respect and value each other's differences and this makes us stronger
- We appreciate we have different work styles and preferences and support this where we can
- We appreciate everyone's contributions and let them know about it

Action	Why we are doing it	When are we doing it	Measure of success
Long service recognition review	To recognise and appreciate employees with long service	Year 2	Employee feedback New process in place
Job shadowing/internal work experience programme	To promote cross function working and understanding of the work taking place across the council	Year 3	% employees engaging with the initiatives Employee feedback
Implementation of team wellbeing action plans	Support Wellbeing Strategy	Year 1	Wellbeing Strategy
Support delivery of Wellbeing Strategy	See Wellbeing Strategy	In line with Wellbeing Strategy	See Wellbeing Strategy
Celebrating success approach	To ensure employees are recognised for their work and feel valued	Year 1	New approach in place Employee feedback
Launch of employee assistance programme	To ensure that employees are supported in their employment by supporting their whole self	Year 1	% use of EAP Employee feedback % sickness due to stress or mental health conditions
Continued support to Working Well strategy	To promote flexibility in working to all groups of employees	Ongoing	Employee feedback
Employee Engagement strategy, including internal communications, network channels, surveys and any other employee voice forum	To ensure employee feedback is gathered from a range of sources on an ongoing basis to inform the work of the People Plan and council generally	Year 1	Employee feedback New strategy in place % of employees participating in surveys
Continue to strengthen relationship and collaboration with trade unions	To ensure that the views of employees and Trade Unions are taken into account	Ongoing	Feedback from trade unions Attendance at trade union meetings
Promotion of EDI training and discussion	To ensure that the council keeps up to date and has an ongoing conversation about equality, diversity and inclusion	Year 2	No. of training courses % employee take up of courses Employee feedback
Review of Equality and Diversity Policy	To ensure the Equality and Diversity Policy is up to date with legislation and relevant	Year 2	Updated policy in place Employee feedback No. of complaints raised about equality and diversity

We are serious about learning and development			
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Action	Why we are doing it	When are we doing it	Measure of success
Launch of performance management framework, including training for all managers	To focus on outcomes based working, to motivate and engage employees, to drive accountability	Year 1	% of managers undertaking performance management training course % of annual conversations undertaken Employee feedback
Learning and Development Strategy – including skills gap analyses	To equip employees with the skills and knowledge needed for now and in the future and ensure a consistent approach	Year 1	Strategy implemented Development plans in place Training budget spend Employee feedback
Apprenticeship Strategy	To encourage employee development by using Apprenticeships To encourage the development of early careers routes into the council	Year 1	Strategy implemented Apprenticeship Levy spend No. of employees undertaking Apprenticeship training No. of early careers Apprenticeships created
Development of coaching and mentoring approaches	To support the development of employees and encourage self management of individual development	Year 2	No. of coaches and mentors trained No. of coaches and mentors available to employees No. of employees taking up coaching and mentoring Employee feedback
Career pathways approach design – including succession planning	To ensure employees are given the opportunity to develop their careers To ensure the council is ready to fill future vacancies	Year 2	% of internal appointments No. of succession plans in place Employee feedback
Review elearning offer	To ensure the elearning courses are fit for purpose and cover topics required	Year 1	No. of elearning courses undertaken Employee feedback
L&D promotion schedule	To ensure employees are aware of the learning and development opportunities available	Year 1	No. of promotions No. of different channels used No. of L&D opportunities taken up Employee feedback
Promotion of learning culture	To ensure employees understand the importance of learning and development and the forms it can take	Year 1	No. of development plans in place Corporate training spend Elearning courses undertaken Employee feedback
Investigation into launching protected development time with CPD logs	To promote the importance of taking time to develop	Year 1	Manager and employee feedback
Development of team building toolkits and support	To support managers to build strong and high performing teams	Year 2	Toolkits in place Manager and employee feedback
Review of corporate training budget	To ensure that money is spent appropriately on learning and development activity	Year 2	Spend by service area Manager feedback
Review of corporate training programme	To ensure that the corporate training offer is appropriate and fit for purpose	Year 1	Corporate training programme designed Employee feedback
Support ongoing promotion of volunteering policy	To ensure uptake of the volunteering policy and to ensure employees understand the benefits	Ongoing	No. of employees claiming volunteering leave Employee feedback

## We are future focussed

- We understand what it means to work together and perform at our best
- We are clear about what we aim to achieve
- We are empowered
- We are collaborative
- We are values led and purposeful
- We challenge the status quo
- We are agile and resilient
- We measure our success by the tangible outcomes we achieve for our residents and communities

Action	Why we are doing it	When are we doing it	Measure of success
HR services move to 'enabled manager' model	Managers are empowered to deal with their own people management and development	Year 1	Manager feedback No. of HR self service processes No. of HR cases Time spent by HR Advisors and HR Business Partners on casework
Future skills development	To ensure the council is future ready given the context of OBR	Year 2	Identification of skills to develop Training or development opportunities identified Development plans put together Employee and manager feedback
Launch and embed newly refreshed values	To become a values led organisation, striving to build values into everything we do	Year 1	Employee feedback No. of Annual Conversations completed
Launch and embed new behaviours framework	To ensure that all employees understand the agreed behaviours that help us to live our values	Year 1	Employee feedback No. of Annual Conversations completed
Internal work experience development, eg secondments, cross team projects	To promote cross function working and understanding of the work taking place across the council	Year 3	% employees engaging with the initiatives Employee feedback
Development of people metrics dashboard	To ensure the organisation can access a suite of people metrics to help inform people management and development To ensure all employees are clear on organisational expectations and support available	Year 1	Dashboard developed Employee feedback Manager feedback
Review HR policies to ensure fit for purpose for new ways of working	To ensure managers are supported in their people management decisions	Ongoing	% of policies reviewed Employee feedback Manager feedback
Ongoing commitment to Investors In People	To ensure that the best people management and development practices are in place	Year 1	Minimum of Silver accreditation attained Feedback in IiP surveys
Consideration of external benchmarking	The most appropriate and relevant benchmarking data is available to ensure good people management practices	Year 2	Research project undertaken

## We lead with compassion and courage

- We care and encourage each other as people
- We are open and honest
- We lead by example, driven by our purpose and values
- We support our people through change
- We work in partnership
- We trust each other to do the right thing
- We are committed to our success
- We operate a blame free, positive feedback culture
- We build teams that are engaged and committed

Action	Why we are doing it	When are we doing it	Measure of success
Leadership culture change programme – defining post OBR ‘way of working’ principles and developing an action plan for supporting culture change	To ensure our leadership matches the new way of working and the change is embedded	Year 1	Completion of culture change work Culture action plans developed Manager feedback
Leadership and management development programme	To ensure leaders and managers are equipped with the right skills to provide a good employee experience and promote high performance	Year 2	Programme developed No. of courses delivered No. of managers attending courses Manager feedback
New manager programme	To ensure leaders and managers are equipped with the right skills to provide a good employee experience and promote high performance	Year 2	Programme developed No. of courses delivered No. of managers attending courses Manager feedback
Aspiring managers/leaders programme	To ensure leaders and managers are equipped with the right skills to provide a good employee experience and promote high performance	Year 2	Programme developed No. of courses delivered No. of aspiring managers attending courses No. of internal promotions to management positions Manager feedback Employee feedback
Team building support for managers offer	Equip managers with the tools and skills to build high performing and engaged teams	Year 2	Toolkits developed No. of workshops supported by OD colleagues Manager feedback Employee feedback
Manager networks development	Provide managers with psychologically safe spaces to discuss matters relevant to them and exchange information that is important to them	Year 2	No. of network meetings No. of attendees Manager feedback
Improving leadership team visibility project	To ensure the leadership team share their purpose, vision and values in order to promote engage with colleagues, encourage a trusting workplace and contribute towards a high performing culture	Year 1	No. of engagement activities Employee feedback
Ensure clarity of individual roles in achieving the council priorities through service plans and strategies	To establish a ‘golden thread’ between the council’s purpose, values and priorities, and individual team and job roles	Year 1	No. of service plans/strategies developed Manager feedback Employee feedback

