



**Lancashire
County Council's
People Strategy
2023 – 2028**





The Council recognises that people performance is key to the productivity of any organisation and the Chartered Institute of Personnel and Development (CIPD) has published research which demonstrates the connection between good people management and improved organisational performance.

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Executive summary

The Council recognises that people performance is key to the productivity of any organisation and the Chartered Institute of Personnel and Development (CIPD) has published research which demonstrates the connection between good people management and improved organisational performance.

This is especially important for public service organisations, where our customers are often the most vulnerable.

The LCC People Strategy 2023 -2028 has been developed to deliver 6 strategic workforce outcomes:

- Innovative and creative
- High performing
- Valued and supported
- Healthy and productive
- Respectful and inclusive
- Resilient and adaptable

The People Strategy will be reviewed in line with the Council Strategy and Directorate and Service business plans to ensure we develop the workforce needed to meet our Lancashire 2050 aspirations.

Our strategy has been developed with engagement from Members, Chief Officers, managers and colleagues from across the County Council. All of your feedback has shaped this strategy into a living document.



It will continue to evolve as our opportunities and challenges change and new pressures emerge. We will need to work together with each other and our partners to deliver the Lancashire workforce we need for today, tomorrow and in the future.

A handwritten signature in black ink that reads "Angie".

Angie Ridgewell
Chief Executive



Our People focus is aligned to the delivery of our Corporate Priorities



Underpinned by our values: Supportive – Respectful – Innovative – Collaborative

Why do we need a People Strategy?

Well, approximately 40% of LCC's budget is spent on our people. So, we need to ensure that we get the most from our workforce and deliver value for money for every Lancashire pound spent on public services.

This means working with you to ensure that you can achieve your potential and ensure that our people policies, strategies, systems and procedures support us to attract, retain, develop and engage our people in ways that deliver the best for all of our residents, but particularly the most vulnerable.

This People Strategy sets out a framework which provides leaders and managers with an overarching approach to guide our strategic

workforce planning decisions. These decisions will bring our People Strategy to life so that everyone understands what we are trying to achieve. We will use Business Planning and Strategic Workforce Planning to:

- Identify what type of workforce is needed to deliver Directorate Plan objectives.
- Ensure we can link Department objectives to LCC Corporate Strategy outcomes.
- Assess what specific work the People Services team can do to ensure workforce needs are met.

The first thing we need to do is understand the Lancashire context.





“At its simplest, **workforce planning is about understanding the future strategic direction of the organisation** and therefore the demand for different types of skills and seeking to match this with supply. Effective workforce planning is an important tool to help councils maximise their resources and build current and future capacity in a structured and planned way in order to meet outcomes.”

Taken from
improvementservice.org.uk



Lancashire has a story to tell...

As our 'We are Lancashire ambassadors' tell us with enormous pride and heart. We are place of natural beauty, historical legacy, innovation, pioneers and community. We are a place of stunning coastlines, diverse communities, with a vibrant economy and a place where there are more STEM graduates than anywhere else in the UK.

Our County is home to over

1.2M people

and an area of nearly

3,000 sq km.

We are home to over

56,000 students

studying at Universities.





By 2031 our over 65 population will increase by 20.4%.

281,290

of **our population** are children and young people between the **ages of 0 - 19**.

Over **22,000** adults and **older people** received long term support;

and over **3,450 Charities** operate in the county.

Over 46% of Lancashire's working population work in managerial or higher skilled jobs.

572,900
people are in
employment.

Our Business Growth
Hub has supported
the creation of over
3,000 jobs,

helped over
8,000
businesses

and enabled over **£100m+** of economic growth





The Lancashire sub region is the second largest economy in the North West.

LCC is the 4th largest council in the UK. We work with a broad range of partners, and we work across County boundaries.

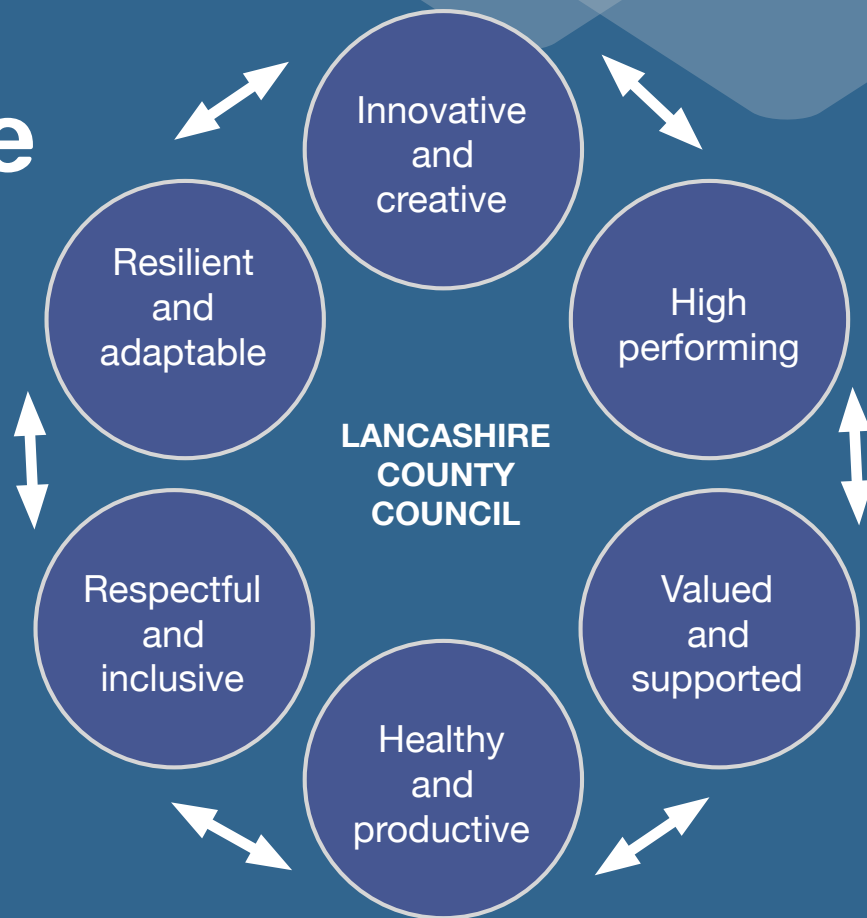
LCC as Team Lancashire delivers a broad range of services to our residents, business and partners. We do that when times are good, but especially when times are hard – whether that be through pandemics or budget challenges.

In telling our LCC story, our People Strategy is key to unleashing the talent, commitment and passion of our workforce.

But our story is also our contribution to Lancashire's story. Together - We are Lancashire



LCC People Strategy Outcomes





Our People Strategy will deliver:

A skilled, high performing, diverse and inclusive, healthy and productive workforce that is resilient and able to foresee and adapt to changing needs, is representative of our place, and delivers value for money, high quality, citizen focused and needs-led services.

We will:

Ensure that the services we deliver take into account both value for money needs and high-quality considerations.

Encourage our staff to aspire, thrive and flourish through a broad range of development opportunities.

Recognise, support and value the wellbeing and contribution of our employees.

Be an inclusive workforce which proactively harnesses the breadth of our diversity and is representative of our communities.





Lancashire
County
Council



Outcomes in practice

Innovative
and
Creative



Organisational Outcome

A workforce that is innovative, builds capability and capacity and is a learning organisation.

We will:

- Encourage and provide specific opportunities to participate in change hubs and influencer networks.
- Ensure our values are integral to our development.
- Ensure all colleagues have the opportunity to develop and grow, with a personal development plan, linked with workforce and succession plans.
- Ensure all colleagues have clearly defined performance objectives.
- Create a culture of learning and sharing with our partners to help us understand each others priorities.
- Invest in our staff and offer a broad range of opportunities to develop capability across different roles and services.





Measures

- New hire feedback on induction experience.
- Delegate feedback on development activity.
- Return on investment/development spend per colleague.
- Internal promotions.
- Staff survey responses to development and progression opportunities.
- Reducing number of performance improvement capability cases.

Further measures and outcomes to be developed in consultation with stakeholders.

Outcomes in practice

High
Performing



Organisational Outcome

A place where we are relentlessly focused on our purpose and priorities; and where colleagues are challenging and supporting each other to contribute effectively for our residents, business and partners.

We will:

- Create an environment where people are clear about what is expected of them, receive regular feedback and where poor performance is addressed.
- Provide a robust performance management framework.
- Put in place effective learning & development programmes to support and improve employees' capabilities to fulfil their roles.
- Promote a culture of informed, evidenced based, pragmatic decision making at all levels in the organisations.
- Provide managers with the tools to manage and develop their staff.





Measures

- Citizen feedback reports improvement in customer experience, value for money and efficiency of services.
- Higher employee engagement scores.
- Performance system reporting to evidence alignment and impact.
- Those receiving below expected performance engagement outcomes are performance managed and are clear about how they can improve.
- Continued improvement in the staff survey ratings to ensure senior leaders inspire and provide effective leadership.

Further measures and outcomes to be developed in consultation with stakeholders.

Outcomes in practice

Valued
and
Supported



Organisational Outcome

An engaged and committed workforce, which recognises the contributions made and which is focused on collaborating to deliver.

We will:

- Design our jobs so that we improve colleague experience.
- Provide a range of benefits and ways to recognise and reward colleagues.
- Set, record and monitor clear expectations across the organisation.
- Offer development programmes that improve personal, as well as leadership and managerial capability.
- Promote a culture that encourages staff to support and value others; recognising colleagues demonstrating desired values and behaviours.





Measures

- Increase in relevant staff survey/engagement measures.
- Uptake and impact of Employee Support Team/Employee Assistance Programme interventions.
- Retention metric/s.
- Uptake of staff benefits.
- Engagement with recognition and reward systems and programmes.

Further measures and outcomes to be developed in consultation with stakeholders.

Outcomes in practice

Healthy
and
Productive



Organisational Outcome

A place where we value employees physical, mental and financial wellbeing and its contribution to a healthy, engaged, well led and productive organisation.

We will:

- Provide and promote resources for managers and individuals to support good physical, financial and mental health.
- Engender a culture of engaging leadership and climate of psychological safety for colleagues.
- Listen to staff representative groups to deliver improvements to the colleague experience.
- Recognise and promote good practice in prevention and support to maintain and enhance wellbeing.
- Deliver a clear and distinct employer brand.
- Promote equality and inclusion in our work, employment practices and training.





Measures

- Increase in the number of staff who rate the organisation as a great place to work (staff survey).
- Wellbeing strategy performance measures incl Occupational Health impact on workforce health.
- Uptake and feedback on the colleague wellbeing offer.
- Reduction in absence rates.

Further measures and outcomes to be developed in consultation with services and partners.

Outcomes in practice

Respectful
and
Inclusive



Organisational Outcome

A workforce which is inclusive and representative of the communities we serve; where we listen and empower and demonstrate respect for all.

We will:

- Ensure that our recruitment processes are inclusive and give confidence that we live our values.
- Enable and empower staff led networks for under represented communities and build ally networks.
- Promote equality and inclusion in all Council strategies, policies and processes.
- Ensure that all members of staff have access to, and are supported to attend, development activities.
- Offer equity in career pathways and succession planning that provide staff the opportunity to progress and achieve their potential.





Measures

- Increase in the number of staff from under represented communities reporting protected characteristics.
- The number of candidates from underrepresented communities at each stage of recruitment.
- Number of under represented communities across grades, compared to Census data.
- Career progression of under represented communities.
- Number of allies across the Council.
- Engagement measures with equalities analysis.

Further measures and outcomes to be developed In consultation with stakeholders.

Outcomes in practice

Resilient
and
Adaptable



Organisational Outcome

A place where we not only focus on the now, but where we look ahead to identify and respond to challenges and opportunities, and seek ways to deliver positive change.

We will:

- Deliver a clear and distinct employer brand.
- Build effective working relationships with key stakeholders.
- Use values based/behavioural based recruitment, where suitable, to ensure that we recruit people with a change mindset and potential to grow with the organisation.
- Develop flexible career pathways and succession plans to adapt to shifting demands.
- Enable secondments and cross working opportunities in place with partner organisations to increase skills and knowledge of others.





Measures

- Workforce and Succession plan impact.
- Increasing pace of change activity.
- An increase in secondments with partners and these increase skills mix, knowledge sharing and development of staff.
- Reduction in cost and or improved efficiency of service delivery.

Further measures and outcomes to be developed in consultation with services and partners.



Delivering People Strategy – People Transformation programme and Delivery Framework

- **Implementation of the LCC People Strategy** – commencing June 2023
- **Implementation of a new People Services Delivery Framework (PSDF) - 2023/24**

Presenting our services to customers aligned with an employee lifecycle model – Joining, Working, Developing, Rewarding, Leaving – Starting with our intranet information for customers:

About People Services (lancsc.net)

Developing our service to improve priority areas of recruitment, retention and workforce data

- **Implementation of a new People Services Operating Model – 2023/24**
Developing our new People Services structure, policies, systems, processes and governance





