



Hull
City Council

People Plan 2024 - 2027



SUPPORTING
HULL'S
COMMUNITY
PLAN





Foreword - From the Chief Executive and Portfolio Holder for Corporate Services

Welcome to our 'People Plan'.

Our people are at the heart of everything we do at Hull City Council, which is why it is our mission to ensure that Officers and Members are proud to work for, and represent, Hull City Council in delivering the best possible services and outcomes for our residents in an environment which is supportive, respectful and inclusive.

The city of Hull is a great place to live, work, visit and invest. We want all our communities to share in these benefits, whilst enjoying healthy and active lives. Whilst we face a challenging time with anticipated further reductions in local government funding and an increasing demand for services, Hull's 'People Plan' helps us to support our Council's contributions towards achieving our city-wide Community plan | Hull and achieving our Council Plan priorities. It also ensures we effectively invest and deploy our time, resources, and energy to support key services

and work with residents, partners and businesses, so that everyone in the city can achieve their full potential.

Working together with Officers and Members across all political groups, we have been able to articulate and identify how we want to continue to evolve and improve as a Council to meet the challenges that we face.

Our 'People Plan' will provide structure and direction to ensure that we continue to move forward positively, achieving sustainable culture change.

This plan builds on our activities and achievements to-date, with a focus on the provision of support and development of individuals, as well as addressing changes needed to policies, procedures and protocols, and the behaviours that should be demonstrated by Officers and Members alike, in our commitment to the principles of public life and our organisation values and behaviours.

None of this can be achieved without the dedication of you, our employees – and we thank all our Officers and Members for their continued work in providing quality services to support the people of Hull.



Matt Jukes
Chief Executive



Councillor Jackie Dad
Deputy Leader and
Portfolio Holder for Corporate Services

Introduction

Everything we do starts with our people. They are the heart and soul of the council and the city, and their dedication is second to none.

They help us to achieve amazing things whilst making a real difference to the lives of Hull people. When there are tough times, our people bring their resilience to the fore and give their unwavering support and care. Together they are Team Hull - passionate about people and place.

We value our people, which is why this plan sets out over the next three years how we will continue to invest in them

so that, with the support of our partners, we can collectively achieve the ambitions and priorities in our Council Plan and contribute where we can in helping to deliver some of city's Community Plan goals.

An important part that enables this to be done successfully is being an Investor in People (IiP). The council is proud to be an Investor in People and we have aspirations to increase the level of attainment achieved over the coming years. Our plan is based upon evidence drawn from a range of sources, for example, Investor in People assessments, workforce data, workforce trends, statutory and legislative changes and quality conversations with our workforce.





Vision for our future workforce

Our vision for our people is:

“A partnership between our people, our partners and our community built on mutual respect, empowerment and shared values to deliver success for the city of Kingston upon Hull.”

We will value the role of culture, grounded in our organisation's values and behaviours in helping us to get things done.

We recognise that success will be achieved through an effective partnership between our political leaders and officers, building a shared commitment to realise the ambitions of our city. Flexibility, innovation and a willingness to embrace change and the opportunities to use data and digital solutions to help us will be essential to reflect our residents' changing expectations.

We understand that partnership with organisations which share our commitment to our city is essential to Hull's success and we will approach these relationships with a willingness to adapt and learn from others.

We understand that empowering our employees can help us make the best use of our resources. We will delegate decision-making and accountability where it makes sense to do so.

Our approach to employment will reflect this, valuing the quality of the employment relationship to provide 'fair and decent work', and providing opportunities for employees to develop and progress. Wellbeing and flexibility, with a focus on employee satisfaction, are at the heart of our plans. Making sure our employees feel valued and rewarded and recognised for the work they do is vital to retaining the skilled workforce we have. Ensuring our approach to reward and recognition is in line with best practice and meets the needs of a diverse workforce.

We will value talent and diversity and we will deploy coaching, mentoring and our apprenticeship levy to maximise the opportunities for employees to achieve their best.

We'll provide a work environment where managers are able to provide leadership for a truly diverse workforce and adapt to working in an agile way, enabling our employees to fulfil our commitments under the Community and Council plans.

Our values are what we stand for.

They guide us in what we do and how we work with each other and with our residents, communities, and partners.



People First

We strive to improve the quality of life for all people.



Respect

We treat everyone with respect, honesty, and fairness.



Learning

We are open to ideas by welcoming, listening to and acting on feedback.



Ambition

We are ambitious for our city and push the boundaries of what we can achieve.



Partnership

We work closely across communities, the council and with our partners.



Progress made 2019 - 2024

Our employees have a clear desire to continually learn and improve along with supporting and being champions for their colleagues. Despite ever increasing demands on their already busy workloads, it is thanks to them that we have made significant progress in several areas over the preceding five years, underpinning our success for the future. A selection of our achievements includes:

- Our leadership and management programme has been expanded to include managers at all levels and increased resources have been deployed in recognition of the importance of leadership to the success of the council. Since 2020, eleven cohorts of managers (86 employee grade 10 and above) have been through the programme, with a further 6 cohorts of managers (grade 9 and below) completing our 'Aspiring Leaders' programme. The 'Core Skills for First Line Managers' programme has seen 65 leaders Grade 7 and below complete this so far.
- Our apprenticeship levels continue to exceed the public sector target achieving over 2.3% every year.
- We have delivered over 30,000 training interventions a year.
- Responded to the Covid-19 pandemic to support our communities and adopted new ways of working across the council through our WorkSmart Programme.
- Rolled out new technology and systems to enhance customer experience and employee capability such as a new Hull City Council website, new customer service portal driving channel shift through customer accounts; Microsoft 365 suite of tools and developed a network of Digital Champions; increased our use of PowerBi to enable data-driven decision making.
- Enhanced our Mental Health First Aid offer and recruited 100 Mental Health First Aiders ® across the council.
- Extended our range of employee networks to ensure they are given as much support as possible so they can thrive in their role, which now includes Carers, Menopause, Neurodiversity, LGBTQIA + and rebranded our ethnic minority employee network 'SPIRE' and extended our range of champions - cancer and neurodiversity.
- Retained Investor in People accreditation.
- Implemented a coaching and mentoring programme with 32 employees being coached over the last nine months.
- Launched our 'Hull with Ambition' Leadership Development programme which led to new values being developed from the 'bottom up', director development and coaching, leadership development and networking for senior leaders.
- Established the Social Work Academy in Children, Young People and Family Services (CYPFS) and have progressed 10 apprentice social workers through this so far with another 18 to conclude within the next year.
- Enhanced the employee benefits package by adding shared AVC's to the employee salary sacrifice schemes available
- Reviewed our annual 'Team Hull' awards criteria to align categories of award to the council values, ensuring values embedded within recognition schemes.

"My confidence as a manager has definitely improved."

"The training has made me look at things in a different way, not everyone is the same – have a cup half full approach!"

"The course has given me time to stop, reflect on my leadership and think about how my attitudes and behaviours impact on my team."

We've celebrated our employees and our partners and their ambition and success in competing for many industry awards:

- ▶ Parks, Open Spaces and Horticultural Team - Most improved performer – Association of Public Service Excellence Awards
- ▶ Best Local Authority Campaign – Travel Wise Week Awards
- ▶ Humber Frontages Defence Scheme - Excellence in Planning – Royal Town Planning Institute Awards
- ▶ Love Your Street project – Outstanding Service Delivery – Keep Britain Tidy Awards

- ▶ HCC retains Investors in the Environment Green accreditation
- ▶ Wilberforce House Museum – Highly Commended – Museum and Heritage Awards
- ▶ Wilberforce House Museum – Changing Lives award – Museums Association
- ▶ Supported Youth Aspire Connect by funding their anti-racism film 'Just ignore it', which won the Time for Action Award at Into Film Awards



Our challenges and opportunities



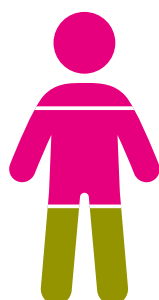
The city has faced significant challenges over the years, such as environmental, economic, and public health emergencies, but the council has always sought to overcome them and support Hull's people. As an employer, we also face our own challenges and opportunities which we seek to address and improve upon over the next three years.

Our challenges and opportunities have been derived from a wide range of sources including our employee surveys, Investor in People feedback report and survey, customer feedback and external benchmarking.

One of our key challenges is recruitment and retention. Where the public sector and private sector compete for talent, this can create recruitment challenges. This has been seen across the local government sector and continues to be reflected in Hull which has at times caused significant skills shortages such as surveyors, educational psychologists, lawyers, care employees, social workers and many others. The labour market has become more competitive and with higher rates of employment and a lack of supply in many graduate based professions, it is vital that we do everything we can to be an attractive employer with a strong offer to potential recruits.

Employment in local government offers many opportunities, and we need to effectively communicate our position as an employer of choice based on our council's values and the value of civic pride, which we know people from Hull and the surrounding area have in abundance. By working in partnership with the Local Government Association and regional partners we will further develop our recruitment campaigns to reach wider audiences in new and innovative ways. Pay and reward are an intrinsic element of the employment offer, and we will continually review all aspects of our reward strategy to ensure we can compete with the external market and retain our valued employees. Alongside this, we know that Hull has much to offer outside of work. The city is steeped in history and has a strong cultural offer, countryside and coastal destinations on its doorstep, and competitive property prices, which could help to attract new employees.

With an aging workforce, succession planning and talent management is vital to ensure we can develop and grow our own workforce given the profile of current employees. We need to do more to attract younger people into the council to give our younger residents opportunities to be economically active and to expand our reach on recruitment to reflect the diversity of our place.



The council employs just over 5,000 employees of which 2/3rds are fulltime, 1/3rd are part-time.



The workforce is an aging one with 42% being over the age of 51 whilst 16% are under 30.

In terms of the demographics of Hull, it has a young population. There is a larger proportion of every age group under 40 years in Hull compared to nationally; particularly those aged 20 – 34 years. Conversely, there is a lower proportion of every age group 40 years and above compared to nationally which reflects that our workforce is not reflective of the population.

From the 2024 Internal Communications survey it is clear that employees care strongly about what happens at the council and care about its future so making sure our workforce can be involved and engaged is vital. We know that there are areas in our organisation, such as Streetscene, Catering, Facilities and Adult Social Care, where there are employees who are not e-enabled. It is crucial that we make sure our non-e-enabled workforce have the opportunity to engage more easily as a priority of our digital transformation programme. All employees must have the chance to get involved and have their say – they are the ones who are delivering our services and interacting with Hull's diverse communities, so they will have valuable ideas on how we can continually improve as an organisation.

With the focus upon opportunities through the use of Artificial Intelligence and technological innovation, digital skills are becoming increasingly essential and the need to ensure that our workforce have the necessary skills for the future will be vital to our success. Key skills such as data analytics, adaptability, critical thinking, collaboration, resilience and soft skills including leadership are essential whilst the rise in green technology (such as electric travel modes and renewable energy) provides other areas of development for the council to enable us to achieve our ambitions set out in the Community and Council plans. The city's skill base with only 33% of the working age population in Hull being educated to degree level or equivalent (compared to 46.7% nationally), means that we have to build on our long-standing approach of developing our employees so that they have the skills to fulfil professional and technical roles through investment in education and training in the workplace such as through apprenticeships, boot camps, and learning and development opportunities.





By developing career pathways (an attractive offer to younger people) and using our apprenticeship levy to support our development offer, we can attract and retain candidates. Research by CIPD estimates that 20% of the UK workforce will be significantly under skilled for their roles by 2030 and presently 6 in 10 of the UK's large employers state they struggle to recruit employees with the skills they need. This underlines the importance of our 'grow your own' approach which has been successful in many of our service areas and the need for us to use our scarce resources in new and innovative ways such as skills bootcamps and virtual learning.

With an aging workforce come the challenges of remaining healthy and well into later life and the council is determined to provide the working conditions for employees to thrive. A range of employee networks exist to give employees the opportunity to be heard and influence decision-making around policy and strategy and welfare provision through occupational health and counselling to support employees when they need it. By delivering a range of health-related initiatives the council sets out to inform and engage employees to look after their own wellbeing.

Strategic aims of our People Plan 2024 – 2027



Our overarching aim is to improve our service delivery and the satisfaction of our residents with the services they receive and to achieve the Community and Council plan ambitions for our residents.

To achieve this aim, our People Plan is intrinsically linked to Investor in People (IiP) standards, as a nationally recognised way to achieve excellence through the 'people management' best practice approach. The IiP standard benchmarks organisations against nine key indicators of high performance with three key underpinning themes (27 indicators) across a range of corporate objectives.

As a major city employer, which respects its employees, Hull City Council has proudly held IiP recognition for many years and values the external critical challenge in relation

to people practice and the recognition the award gives to our workforce. The council was reassessed in January 2023 and retained IiP accreditation and has ambitions to achieve higher ratings in future years as a driver for continuous improvement in service delivery. We hope that striving for this ambition, which complements our own corporate values, demonstrates to our employees that we want to create a mutually beneficial workplace that can achieve great things for Hull and its communities.

Our People Plan will be supported by a corporate delivery plan leading to service specific workforce actions, considering service activities and programmes alongside the corporate activities, ensuring the 'golden thread' of the Community and Council Plans run through everything we do.

Cross cutting strategies and plans, such as our digital transformation programme and the Internal Communication framework, will further support the achievement of the People Plan.

Our strategic aims have been derived from the Investor in People themes of Leading, Supporting, and Improving as these reflect not only the drivers of the delivery of excellent service to our residents, but also reflect our strengths and challenges.

Our delivery plan recognises the capacity of the council and seeks to address the challenges through a number of key actions that address a multitude of issues. Improving on one measure can have an impact on others for example recruiting more apprentices helps us not only address our demographic challenges but also supports younger people in the city to access work and become economically active.

The following pages set out our goals and the actions we will take to achieve them. Our corporate delivery plan will detail the success measures and outcomes we set out to achieve in more detail.





Leading – we are inclusive leaders who foster a culture of openness and transparency

The council is committed to providing a workplace where everyone can thrive, no matter their background and take pride in working for our communities. We know that when people feel valued and supported, they are more likely to enjoy their job, suffer less ill-health and are less likely to look for work elsewhere. We need to ensure Hull City Council is an 'employer of choice' and a place where people want to work, where people feel supported and are encouraged to be their best.

We want to involve our employees in decisions we make and hear their views on how we can improve what we do and how we do it. We will take a 'you said, we did' approach to our annual employee surveys and communicate the outcomes to them so they know we have listened and value their commitment to change. We take pride in our inclusive communication approach and are developing tools through our new systems to ensure all our employees can engage with the council no matter the job role they have. Our range of employee networks and champions across a variety of themes enable employees to be involved in the things that matter to them. Engaging with our valued trade union colleagues is a cornerstone

of how we operate, working in partnership to achieve joint solutions to our employment challenges.

We want our employees to be clear about their role and expectations of them, and how they make a difference to their community and by setting personal objectives through our performance appraisal process we will ensure the 'golden thread' from our Community and Council plans. Managers who motivate and inspire our employees are at the heart of our workforce. Our values are important to our employees, and we need to ensure that we live by them and challenge those who fail to demonstrate them.

We know that leadership is at the heart of what we do and making sure our leaders are developed and supported to undertake their roles is vital to maintain a workplace where everyone is included, valued and supported. We have enhanced our leadership and management training offer to ensure leaders and managers at every level get the development they need, and we will look for opportunities across the wider system to grow our talent for the future. Supported by our budding coaching and mentoring programme our goal is to ensure every leader gets the development they need, no matter where they sit in the organisation. Our leaders need space to grow and develop and providing space for networking and cross-directorate working is important to build our team. Our role as leaders within the wider place partnerships is critical, and joint development opportunities are part of our journey.

Goals

How we do it

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| <ul style="list-style-type: none"> • We will clearly communicate our objectives in a form that is inclusive and recognises that our success requires a shared commitment to what the organisation is seeking to achieve. | <ul style="list-style-type: none"> • Our new employees will have a positive experience when they start with the council and will be engaged in developing their personal objectives and owning their own development journey. |
| <ul style="list-style-type: none"> • We will model our values and call out, and support those who call out, behaviours that conflict with the organisation's values. | <ul style="list-style-type: none"> • Our team and service plans will be updated every year so that we can set team and individual objectives through the annual appraisal process which show how we will meet the council's ambitions and our statutory duties. |
| <ul style="list-style-type: none"> • We recognise that developing a culture in which our people feel empowered will be key to our success, and will support the development of confidence and trust, through supporting the delegation of decision making where it makes sense. | <ul style="list-style-type: none"> • We will make sure our annual performance appraisal and supervision processes are the best they can be when we implement our new employee system. |
| | <ul style="list-style-type: none"> • Our Leadership Network enables our leaders to network and develop and grow as a team. |
| | <ul style="list-style-type: none"> • We listen to our employees and have robust internal communication and engagement strategies enabling employees at all levels to access appropriate information and to feedback on relevant issues. |
| | <ul style="list-style-type: none"> • Our values are relevant and are widely understood, acted upon, and drive our decision-making. |
| | <ul style="list-style-type: none"> • We work closely with our trade unions and employees at all levels of the organisation to make sure their voices are heard and recognised. |
| | <ul style="list-style-type: none"> • Our new intranet will have information, which is easy to find, relevant and helpful in a range of formats to enable employees to find the information to do their jobs. |
| | <ul style="list-style-type: none"> • We will make sure employee surveys are undertaken annually to understand how employees feel about a range of issues – listening and acting on feedback received. |
| | <ul style="list-style-type: none"> • We will create a culture where our people feel empowered to challenge the way things are done to improve the organisations performance. |
| | <ul style="list-style-type: none"> • Our competency framework will be reviewed to ensure our competencies align with the values and behaviours of the council and they are used to drive cultural change. Our leadership competencies align with the values of the council. |
| | <ul style="list-style-type: none"> • We use the Equality Framework for Local Government to assess our progress on Equality, Diversity and Inclusion and our corporate Leaders Equality Group drive appropriate action to address workforce diversity and service delivery improvements. |



Supporting - We care about our employees and provide the right conditions for people to succeed and achieve

We know we have an aging workforce and with that comes the benefit of experience and commitment, but this also brings some challenges. Our Health, Safety and Wellbeing policy aims to promote a culture where employees are trained and supported to work in ways that keep them safe and well at work and provides support when employees face the challenges of ill health. Our internal Occupational Health team provide advice and guidance based on their deep knowledge of the challenges our workforce face and our extended offer of counselling, and a new wellbeing officer role will provide more support to individuals and managers to promote good health, helping employees to help themselves.

Creating the right environment for our employees to thrive is essential to us recruiting and retaining our workforce. Being inclusive and ensuring that team meetings and collaboration events are held gives our workforce the opportunity to raise issues that affect them, giving managers the opportunity to build strong teams who

look out for each other. Making sure that one-to-one conversations are held ensures that employees have a safe space to talk about their work and raise any issues they have around their wellbeing and supporting them to achieve and be their best. Knowing how we make a difference is vital and supporting our employees to perform well for our residents is essential in the face of workforce challenges. We will involve our workforce in deciding how they want to be recognised for their achievements and continue to host our 'Team Hull' awards every year.

The way we design and create our directorates, teams and job roles is essential to ensure we are creating jobs where people feel they are supported, empowered and developed to make the best use of their skills, where teams can work together in an agile way and collaborate on joint priorities. We will ensure that we have the right people at the right levels within the organisation who are empowered to make decisions as close to the customer as possible. To support our recruitment and selection process we plan to reduce the number of unique job descriptions we have and aim to develop role profiles, that speak the language our potential workforce will understand in this highly competitive workforce environment, reducing complexity for our managers and delivering a more efficient process.

Goals	How we do it
<ul style="list-style-type: none"> We will establish clear plans with objectives which reflect the council's ambition and ensure that our people are able to work together to achieve them, performance is measured, and feedback is used to continually improve. 	<ul style="list-style-type: none"> We make sure our employees are clear about what is expected of them and how what they do helps to support our residents and make Hull a better place.
<ul style="list-style-type: none"> We will ensure that the way we recognise and reward our employees is clear and informed by employees feedback, and build a culture where people feel appreciated and are motivated to perform at their best. 	<ul style="list-style-type: none"> We have clear reward and recognition strategy based on employee feedback which is used across the council including our approach to recruitment and retention incentives.
<ul style="list-style-type: none"> The organisation will be structured to deliver the organisation's ambitions. Roles will be designed to deliver organisational objectives and create interesting work for people, while encouraging collaborative ways of working. 	<ul style="list-style-type: none"> We will look at causes of sickness absence to understand wider issues such as poor job design, culture, occupational hazards or similar and take action to address these where appropriate to ensure our employees can be healthy and well.
	<ul style="list-style-type: none"> We will make sure that our structures and the way jobs are designed create meaningful work for employees, where they are clear what decisions they can make, are trained and understand how their job makes a difference.
	<ul style="list-style-type: none"> Our delegations are clear to support timely decision-making at appropriate levels, empowering our managers and increasing efficiency.
	<ul style="list-style-type: none"> We will rationalise job family profiles and job descriptions and move to clearer role profiles.
	<ul style="list-style-type: none"> We provide a range of health and wellbeing provisions, initiatives, policies, services, and employee support networks that support our employees to manage their work life balance and to feel included and involved in issues that matter to them.
	<ul style="list-style-type: none"> We promote a performance culture of 'high support and high challenge' where managers coach their teams to achieve high performance.
	<ul style="list-style-type: none"> We will make sure team meetings and collaboration events are held and employees have the opportunity to be involved in decisions that affect them.
	<ul style="list-style-type: none"> Every employee will have regular one-to-one meetings with their line manager to talk about their wellbeing, their performance and any issues they need to address and will be supported to give their best.



Improving - We develop our employees to ensure they can reach their potential and we constantly improve to deliver great services for our residents

Our 'Hull with Ambition' change programme developed our approach to being an 'agile' organisation, defined as being able to adapt and succeed in a changing or ambiguous environment. Successful 'agile' organisations have many of the aspects of people management found within the Investor in People standard, including collaboration and knowledge sharing, innovation being enabled and benchmarking within and outside the organisation. The council adopted a 'growth mindset' to learning, and this underpins our approach to innovation and creating the right culture.

Ensuring our workforce has the right skills, knowledge and competence enables the delivery of the councils' statutory duties, priorities and shared ambitions of the Community and Council plans. This requires a supportive culture of learning where every worker has the right skills, knowledge

and competences (behaviour) and they are motivated to learn, grow and perform in order to improve the lives of all those who live, work or visit Hull. Creating a culture where employees feel able to innovate and challenge to improve performance is critical to our success. Through career conversations, coaching and mentoring, and by extending our apprenticeship programmes and working with partners within the city, we can ensure a talent pipeline exists to fill roles as they become vacant.

Our services work in different ways but a common theme across all of them is the focus on continuous improvement. We will work closely with our Corporate Transformation team to deliver service improvement across the council, achieving higher levels of performance and satisfaction for our customers in more effective and efficient ways. Listening to our customers and regulators and learning from the feedback and including our residents in designing our services will ensure we meet the aims of our Community and Council plans. Working across boundaries and in partnership with others we will streamline and maximise the use of scarce resources. The use of new technologies (such as Artificial Intelligence) will allow us to provide services in more intuitive ways, maximising the use of resources.

Goals	How we do it
<ul style="list-style-type: none"> We will focus the organisation on the city's needs for the future and establish a culture that is responsive to change. 	<ul style="list-style-type: none"> We will make use of apprenticeships to achieve our learning goals, address our workforce gaps and meet the public sector target ensuring our levy is wisely spent.
<ul style="list-style-type: none"> Our leaders will possess a clear understanding of what is happening in the world around us and apply this knowledge to ensure that the organisation is equipped to respond. 	<ul style="list-style-type: none"> We will embrace new technology to support our learning journey and embed into our learning environments.
<ul style="list-style-type: none"> We will apply what we learn from others to improve our services to welcome new ideas and approaches, supported by a culture that encourages innovation. 	<ul style="list-style-type: none"> We will regularly review our workforce plans to understand future changes and make plans for recruitment and development to ensure jobs are filled and provide development for our employees to progress in their careers.
<ul style="list-style-type: none"> We will ensure that our people's skills and abilities are actively managed and developed so that they can realise their full potential and that we have the right people in the right roles 	<ul style="list-style-type: none"> By analysing the skills of our employees and the identifying the future demands of the organisation, we can identify what learning is needed to develop and support our workforce to provide the best possible service to our residents, visitors and businesses.
	<ul style="list-style-type: none"> Future talent is managed through coaching, mentoring and career development conversations to maximise the development of employees.
	<ul style="list-style-type: none"> Recruitment processes are streamlined and in line with best practice, maximising the number of diverse applicants and reducing time to hire and increasing hire first time success.
	<ul style="list-style-type: none"> By using technology and supporting digital inclusion to provide easy to access online and self-service solutions for residents, businesses, and visitors.
	<ul style="list-style-type: none"> Collaboration with partners across the public, private, and voluntary sectors to align budgets, share services and facilities to deliver benefits to the city.
	<ul style="list-style-type: none"> Continuous improvement will be achieved by listening to our communities, peer challenge, and external inspections.
	<ul style="list-style-type: none"> We foster an environment that encourages individuals to innovate, learn and achieve their full potential.
	<ul style="list-style-type: none"> Continued horizon-scanning through regular finance and performance boards and risk management processes.
	<ul style="list-style-type: none"> Our services are regularly evaluated to understand the impact on our communities



How we will measure success

We have developed a range of performance measures to enable us to monitor our progress against the People Plan and will report to our stakeholders on a regular basis, involving them in deciding the relevant actions to take.

Our suite of measures will evaluate the impact of our people practices on our ability to deliver the council plan outcomes for our residents and employee and stakeholder feedback will be essential to the delivery of the People Plan. The suite will include internal measures that drive our 'people' performance and external measures to be used for our Investor in People accreditation and to demonstrate our council-wide progress against our priorities. These are all intended to underpin the delivery of our services to customers.

Key measures we want to see progress on:

- Increased staff attendance levels
- Increase take-up of apprenticeships, both internal employee development and new appointments (workforce planning)
- Reduction in customer complaints
- Increase in mandatory training completion
- Reduction in time to hire new recruits
- Increase in retention rates in hard to recruit areas
- Reduction in agency spend (where appropriate)
- Increase in scores across the range of Investor in People survey questions
- Increase in number of formal succession plans
- Increase in number and quality of annual performance appraisal conversations
- A workforce that is more reflective of the local population
- Reduction in work-related stress absences
- Improved health and wellbeing of staff
- Staff survey action plans delivered to target
- Increased number of leaders undertaking leadership training/coaching
- Increase in staff satisfaction measured by staff survey
- Effective organisational design achieved
- Workforce plans completed







