

# Realise the Remarkable: People Plan 2019-2022

## Message from the Chief Executive

If anyone ever asks ‘what is local government all about?’ I think there’s a simple answer – people.

I’m talking about the people we serve – the citizens of Luton – and you, the people who are Luton Council. We may own a bit of real estate and some equipment, but take the people out of Luton Council and there’s really nothing left.

That is why it’s so important to bring you with us on the journey towards making this council ready for the challenges of the next two decades and our People Plan, now into its fourth year, has a crucial role in achieving this.

If we are to deliver on our ambitions of reviving the town’s fortunes and raising its profile, we must be able to recruit, retain and develop the very best. The People Plan, now refreshed and revitalised to ensure that it offers you all the support, options and opportunities you need to progress your own careers and contribute to our overall aims.

Elements of the People Plan have become firmly embedded. The Career Pathways initiative is helping colleagues to identify and pursue their professional ambitions, while our commitment to apprenticeships and the National Graduate Development Programme has brought an influx of talent across the council.

Our recruitment website and the Employee Value Proposition is bringing in the right people, and schemes such as our ambitious Employee Wellness programme and expanded employee benefits offer is helping to keep them, with recent developments including the introduction of flexible retirement and the option to buy additional holiday.

Introduction of the ‘Check-in’ programme to help people assess their progress and map out future plans has further strengthened our commitment to personal development.

Going forwards, you can expect to see even more focus on employee physical and mental health and wellbeing, expanded opportunities to access online learning and a drive to promote the benefits of agile working, combined with continued efforts to achieve the council’s long-term goal of becoming a ‘paperless’ organisation.

The first three years of the People Plan have been a great success. I urge everyone in the council to get involved in making the next three years equally fulfilling.

Robin Porter  
Chief Executive  
Luton Council

## Achievements



## Strategic priority 1- Attraction, recruitment and retention

### First steps into employment

- Offer work experience opportunities with ‘buddy mentors’
- Continue to deliver 16 x 16 conference days for Year 9 students
- Guaranteed interview scheme for care leavers
- Help internal apprentices to achieve functional skills (Maths; English & ICT level 2)
- Attract and retain local graduates into permanent council employment

### Recruit for potential

- Recruit people for their potential to develop into certain job roles, and review our recruitment training offer
- Update our competency framework ‘Fundamental Strengths’ to support this approach
- Review how we work with 3rd party organisations to improve external recruitment

### Irresistible benefits

- Enhance employee benefits to support health & well-being
- Evaluate success of Buying Additional Holiday Scheme
- Launch and measure impact of Flexible Retirement and Green car/bike schemes
- Implement new Market Supplement scheme

### Progress and success

- Improve career progression and succession planning, with Career Pathways for a wider range of services
- Evaluate impact of internal secondment scheme on agency spend, retention and career progression
- Increase our offer of internal and higher level apprenticeships to achieve 2.3% workforce target by 2020

Improve diversity of senior managers by giving under-represented groups access to progression opportunities

Strategic priority 2 - Digital workforce

Agile working

Become a ‘paperless’ organisation; and provide digital tools such as instant messaging, web and audio conferencing

Learning anytime, anywhere

Develop our online learning platform, and increase the use of webinars and online learning resources

Complete a council-wide skills audit to meet current and future skills needs

Data at your fingertips

Deliver an intranet platform and ‘social’ intranet that improves internal communications, knowledge sharing and project management

Develop a ‘dashboard’ to support workforce planning and decision-making, and improve access to employee information

Efficiency

Improve process and ICT infrastructure to make people’s lives easier

Strategic priority 3 - Leadership, culture and performance

Improve productivity and capacity

Lower sickness rates to the national average of 8.5 days

Diversity and inclusion

Develop gender pay gap action plan

Conduct Equal Pay audit, and ensure our pay and reward strategy remains fair, equitable and competitive

Leadership at all levels

Review and enhance leadership development at all levels, and monitor progression into leadership and management roles

Address inconsistent management application of HR policies

Achieve and maintain Member Development Charter Plus accreditation

Partnership and integrated working

Review effectiveness of business partner engagement model

Establish co-location of LCCG/LBC public health, procurement & commissioning teams

Coach, communicate and engage

Implement and review new approach to performance management

Evaluate employees’ experience of their first year of employment, and reduce high turnover where it exists

Engage employees at all levels with new initiatives proposed through SMLG

Supporting  
people to

# Realise the Remarkable

## Strategic Priority 1: Attraction, Recruitment & Retention

First Steps into  
Employment

Recruit for Potential

Irresistible Benefits

Progress & Success

## Strategic Priority 2: Digital Workforce

Agile working

Learning anytime,  
anywhere

Data at your fingertips

Efficiency

## Strategic Priority 3: Leadership, Culture & Performance

Improving productivity  
and capacity

Diversity & Inclusion

Leadership at all levels

Partnership and integrated  
working

Coach, communicate and  
engage all the time

Health & Well-being

Equalities, Diversity & Inclusion