



PEOPLE PLAN

2020 - 2023



Our people are vital to the organisations future success; and our future success will only be achieved through our people



Public Sector Partnership Services is embarking on a new ten year contract which will deliver an ambitious programme of transformation. To do this we need to aim high within a challenging and competitive market-place, it is critical that we attract, retain, develop and support a committed and motivated workforce to enable us to achieve our ambitions.

We have developed our People Plan which sets out the organisations five key priorities over the next three years, it delivers a structured approach to measure the efforts and success on the organisations commitment to our people.

I am committed to making PSPS an attractive employer of choice and a great place to work, where we all demonstrate our Mission, Focus and Values in everything that we do.

I want our customers to recognise that the services we deliver are excellent and that we make a positive difference. Our future success will be underpinned by three simple priorities -

1. Deliver and Perform
2. Challenge and Improve
3. Innovate and Grow

We will be an ambitious, modern and forward thinking organisation which supports delivery and services across the local government landscape and to local communities.

Each one of us should remember the last time we experienced excellent service from a person in another organisation. If we translate that into being the best we can be; then we can make our customers last experience of excellent service be from PSPS. That's the challenge.

Lewis Ducket
Chief Executive
Public Sector Partnership Services

OUR MISSION

'Together we will provide high quality professional services which achieve outstanding performance, satisfaction and confidence for our customers, communities and colleagues'



OUR FOCUS

- Service Delivery
- Transformation
- Engagement
- People
- Performance



- Professionalism
- One Team
- Innovative
- Supportive
- Excellence



OUR VALUES

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One of the most productive things HR teams and managers can do is to create a strong culture that empowers its employees to be themselves and deliver exceptional services

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Our people plan aims to support and empower our people in taking PSPS to the next level through our continued commitment to; wellbeing, development and growing a diverse and inclusive community, embracing change to realise personal and organisational ambitions.

It is through our people that PSPS will achieve its strategic goals and deliver an excellent customer experience. To succeed in delivering our ambitions transformation plans, we need the right people with the right skills and values in place at the right time.

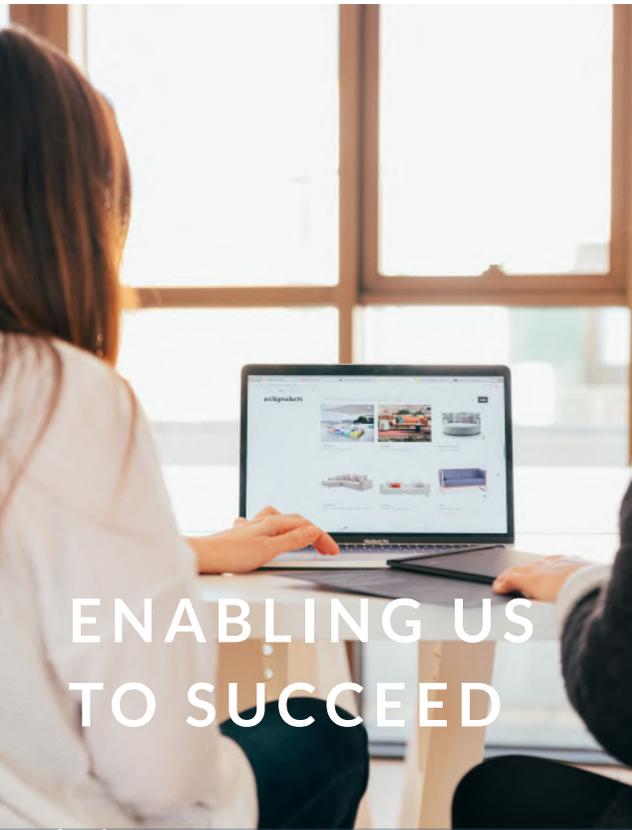
We need exceptional leaders who champion our culture, live our values and facilitate high performance, alongside a highly talented, diverse, skilled and motivated workforce who are empowered and engaged through working in a developmental, collaborative, inclusive and supportive working environment.

We endeavour to be future focused in our people engagement strategies both for our existing establishment and to attract the most dynamic and innovative people to join our community; people who are engaged in the achievement of our shared ambitions and take pride in their place of work and wider community.

It is only because of our people's commitment, drive and talent that we are able to achieve this.

Nikki

Nikki Harding
Head of HR & Organisational Development



ENABLING US TO SUCCEED



We recognise and value our people as our most important asset in achieving our success.



For PSPS to realise the full potential of our people as individuals and members of teams we need to develop and refine our internal people processes, ensuring they facilitate high performance and enhance our working environment to embrace diversity and foster inclusivity.

PSPS's core organisational strategies set out the vision to provide outstanding performance, satisfaction and confidence for our customer, communities and colleagues.

To achieve these strategies we need to continuously strive to be recognised for delivering an exceptional customer experience, where our customers are at the heart of what we do.

We must focus on quality, whilst ensuring financial sustainability and continue to grow our strong organisational reputation.

We will need to work collaboratively to support key transformation programmes and we need to ensure business critical projects are underpinned by robust, people-focused approaches that are fit for purpose for our evolving organisation.

We will enable change in a supportive way that rewards and recognises individuals appropriately.

TO ENABLE US TO SUCCEED WE NEED OUR PEOPLE TO BE:

- Inspired by each other
- Engaged through reward, recognition and development opportunities
- Proud to work for a transformational service provider
- Committed to delivering excellence, and to putting our customers at the heart of all activity
- Empowered and supported as individuals and as team members to achieve high performance
- Adaptable to change, enabling PSPS to achieve transformation which is sustainable and effective
- Committed to valuing diversity and inclusion

AS AN ORGANISATION WE NEED TO:

- 1 Attract & Retain Talent
- 2 Raise Skills & Standards
- 3 Support Health & Wellbeing
- 4 Reward & Recognise Our People
- 5 Work Together for Our Future



ATTRACTING & RETAINING TALENT



We want to attract, identify and retain high-performing talent making us an employer of choice for exceptional people.



PSPS is committed to having the right people with the right skills and values in place at the right time which means we need to attract, identify and retain high-performing talent.

To do this we need to:

- 1 Build our brand as a employer of choice and develop creative approaches to secure the best talent
- 2 Strategically target the attraction of exceptional talent from across our region
- 3 Foster a developmental, collaborative, inclusive, diverse and supportive working environment
- 4 Work in partnership with senior managers and leaders to deliver workforce plans
- 5 Develop induction approaches to accelerate the integration of new staff to our organisation and our values

KEY OBJECTIVES

- Develop a clear and sustainable Recruitment Strategy that encourages and enables the development of internal talent and the identification of external talent
- Use appropriate tools to support applicant tracking and the creation of a talent pool
- Develop an employee referral programme, supporting the attraction of 'Passive Candidates'
- Build our employer brand through social channels including LinkedIn and Glass Door
- Develop a clear understanding of what high performance means within each service area, linking this to recruitment and talent management
- Develop clear approaches to the identification and development of high performing talent, Establish clear career pathways and opportunities for progression across PSPS
- Identify future workforce needs ensuring PSPS has clear succession planning, mobility opportunities including internal secondments, retention and talent management
- Encourage 'Boomeranging' by building a culture that supports employees to pursue their passions outside of PSPS and return when the time and opportunity is right
- Work in partnership with local Universities and Colleges to attract talent

MEASURES OF SUCCESS

- Ability to report on application completion rates, cost of hire, time to hire and candidate response rates
- Automated recruitment process supporting
 - better quality hires
 - shorter time to hire
 - shorter on-boarding
 - reduction in cost to hire
- Increase in the number of external applications received and the number of job offers accepted
- Roles advertised internally to increase the number of internal promotions and secondment opportunities
- Succession plans in place for leadership roles which are actively managed
- An increase in the number of colleagues returning to PSPS
- An increase in the number of apprentices and graduates within PSPS
- Implementation of the employee referral programme with successful candidates entering the organisation through this route
- Increase in the number of followers on LinkedIn and positive reviews on Glass Door



RAISING SKILLS & STANDARDS



We want to implement effective organisational development to deliver our vision supporting our people to invest in PSPS for the long term



PSPS will look to improve and maintain learning, leadership and development to continually enhance opportunities for its people to progress their careers and further develop their skills to enable the organisation to be at the leading edge of service delivery.

To do this we need to:

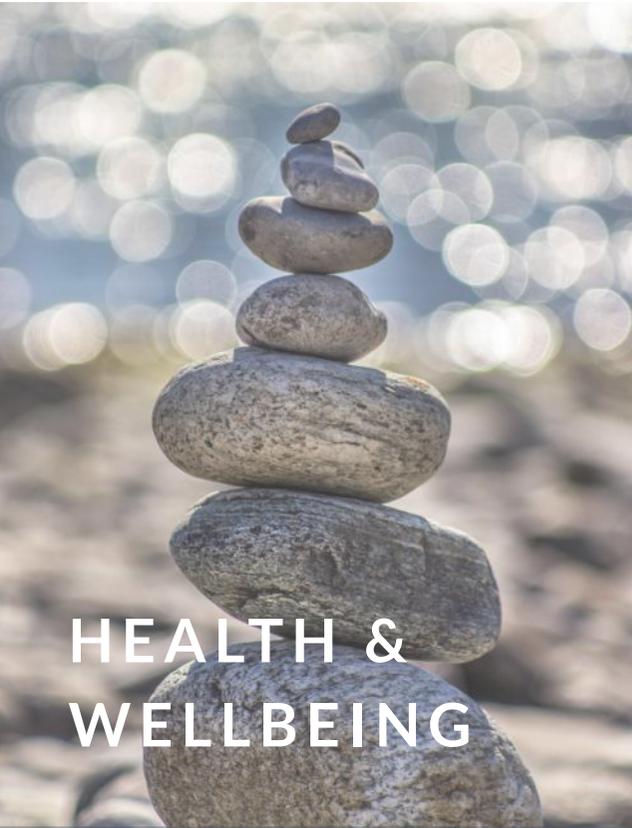
- 1 Review, evaluate and refresh Leadership and Management Programmes ensuring they reflect the organisations strategic direction
- 2 Develop our leaders to help them move towards a service-led organisation based on accountability, devolved responsibility and a more commercial outlook
- 3 Support the organisation to implement quality Performance Development Reviews which hold people to account, and develop potential
- 4 Establish a ‘living our values’ approach and as part of our staff engagement activity develop a process for assessing our culture
- 5 Continue to promote training across PSPS working with our leaders to improve people engagement

KEY OBJECTIVES

- Develop a clear Learning and Development Strategy that supports the development of all our people
- Develop a process to identify leaders of the future who can operate in a new organisational environment characterised by innovation and change
- Review and improve the Performance Review Process to ensure that our people are developed and focused on delivering an outstanding service
- Continue to seek the views of our people and provide opportunities for feedback through forums and briefings
- Seek the views of our people via the intranet and annual Staff Survey
- Continue to promote training ensuring that processes are user friendly, and that training delivery methods are appropriate to the organisations busy environment
- Promote access to coaching and mentoring to support performance improvement and the demonstration of desired values and behaviours.
- Support the development and growth of newly appointed and promoted leaders particularly in business critical areas
- Support transformation activity enabling leaders and managers to be ready for and effectively manage change

MEASURES OF SUCCESS

- Implementation of the Learning and Development Strategy
- Consistently achieve a 95% target of completed Performance Development Reviews
- Improve and maintain the people engagement score as evidenced in the PSPS Staff Survey
- See an increase in the overall staff satisfaction across the organisation
- Embedded values and expected standards of behaviour across the organisation
- Increased participation rates in leadership development programmes
- Increase in the rate of compliance with statutory and mandatory training requirements
- Increase the pool of coaches and mentors within PSPS
- Joint working arrangements for training and development activity
- Increase the % of our people who receive job-relevant training, learning or development



HEALTH & WELLBEING



We want to support our people to live a healthy life, with a firm focus on wellbeing to enhance the working experience



PSPS will continue to develop a range of wellbeing initiatives working together to meet the holistic health and wellbeing needs of our people.

Enhancing the working experience; leading to greater productivity, higher engagement and employees who flourish both in and outside of the working environment.

To do this we need to:

- 1 Raise awareness of achieving staff wellbeing gaining the Bronze North Lincolnshire Healthy Workplace Award
- 2 Develop a strategy that makes workplace wellbeing everyone's responsibility
- 3 Continue to work with Occupational Health and Counselling Services as well as leaders to improve attendance rates
- 4 Recognise that our people have differing cultural and ethical needs external to work and that this may need to be accommodated in the workplace
- 5 Explore the introduction of early interventions to support our people

KEY OBJECTIVES

- Develop a clear Health and Wellbeing Strategy that supports our people
- Expect everyone within PSPS to support our peoples mental health and wellbeing
- Expect mental health and wellbeing to be a strategic priority for leaders across the organisation
- Continue to review the organisations environment and culture to ensure that it impacts more positively on our peoples mental health and wellbeing
- Work proactively in partnership with professional services to promote improved mental health and wellbeing
- Deliver effective support for our people that is easy to access
- Create an environment that aims to further reduce the stigma associated with mental health and promote positive mental health and wellbeing within PSPS
- Use data effectively to provide support, helping the organisation to monitor trends and plan improvements
- Develop wellness action plans as a proactive tool for our people to use to support their own wellbeing
- Review relevant policies to ensure that they support the organisations wellbeing ambitions

MEASURES OF SUCCESS

- Implementation of the Health and Wellbeing Strategy
- Achieve and sustain PSPS attendance targets across each service area
- Achieve the Bronze North Lincolnshire Healthy Workplace Award
- Work towards the Silver and Gold North Lincolnshire Healthy Workplace Awards
- Signed the 'Time to Change' pledge with increased mental health disclosures
- Improvement in the % of staff who recommend PSPS as a good place to work
- Increased staff engagement with wellbeing and equality, diversity and inclusion activities
- Enhanced counselling facilities, training and other online resources to support wellbeing
- Expansion of available training relating to mental health
- Promotion of the benefits of a physically active life; facilitating a programme of health and wellbeing improvement activities as part of national and local health campaigns
- Access to discounted gym memberships for all our people



REWARD & RECOGNITION



We want to recognise and value the hard work, commitment and achievements of all our people



PSPS will work with our people to further consider opportunities to recognise and reward those who innovate, and go above and beyond their roles to deliver excellence and support the values of the organisation.

We will encourage and recognise those people who are motivated to achieve and deliver results.

To do this we need to:

- 1 Develop a total reward approach which is valued by our people and facilitates organisational objectives
- 2 Clearly communicate our reward offer so that prospective and current people recognise the elements which make up the organisations reward package
- 3 Work in partnership with leaders to explore where reward practices can be developed to respond to emerging business needs
- 4 Ensure that the Total Reward Strategy helps position us as an employer of choice
- 5 Reinforce the PSPS values by acknowledging achievements which embody those values and behaviours.

KEY OBJECTIVES

- Develop a Total Reward Strategy that helps position PSPS as an employer of choice and which is valued by our people
- Ensure that the Total Reward strategy underpins the recruitment, development and retention of talent
- Ensure transparency around the total reward package and how reward is determined
- Apply a consistent framework to reward which recognises different roles
- Further reinforce the embedding of equality in our approach towards reward
- Promote the total reward package both financial and non-financial including
 - Base and Variable Pay
 - Benefits Package
 - Career Development Opportunities
 - Work Life Balance
 - Health and Wellbeing
 - Intrinsic Benefits
 - Recognition Schemes
 - Salary Sacrifice Schemes
- Develop clear initiatives which facilitate career development and reward progression
- Review and consider new and emerging pay and reward initiatives across varying sectors

MEASURES OF SUCCESS

- Implementation of the Total Reward Strategy
- Increased staff satisfaction with pay, reward and benefits
- Increased take up of new and additional benefits and schemes
- Increased staff engagement through the annual Staff Survey
- Increase in the number of successful hires and the retention of our high performing people
- Clear and measurable incentives and rewards in place for all our people
- Celebration of our peoples achievements at the Annual PSPS All Staff Awards and Monthly Staff Recognition Awards
- Delivery of a strategic program portfolio approach to include four key areas
 - Corporate Recognition, Performance Recognition, Milestone Recognition and Localised Recognition
- Delivery of annual Total Reward Statements for all our people
- Delivery of transparent Gender Pay Reporting and Salary Bench-marking



WORKING TOGETHER FOR OUR FUTURE

