



Gangmasters
Licensing Authority

GLA40/14.1 People Strategy Delivery Plans

15 January 2014

Board Paper Reference – GLA40/14.1 - People Strategy Delivery Plans

1. Purpose of the Report

1.1 To outline issues that the GLA will focus on as part of its delivery plan.

2. Recommendation

2.1 The Board to note the areas that the GLA will focus on.

3. Reasons for Recommendation

3.1 At the Board meeting in October 2013, attendees were asked to generate ideas for initiatives that the GLA could include in its HR strategy delivery plan.

3.2 The feedback related to three headings:

- High impact activities, events, decisions which are step/pace changing
- Critical success factors – sustainable over the long term
- Single points of failure – Issues that will stop a good people strategy in its track.

3.3 A copy of the feedback from flipcharts is shown at **annex 1**.

3.4 Having taken account of the feedback, the GLA delivery plan will focus on the following aspects:

- **Capacity** — the right people with the right skills in the right place so that we get the most out of our resources we have through prioritisation and planning.
- **Capability** – our people will continually develop their skills and knowledge in order to maximise their potential and deliver current and future business outcomes.
- **Reward** – we will develop a policy for rewarding our people which allows for flexibility and value for money whilst retaining high levels of engagement.
- **Performance management** – our managers and people will continuously drive high levels of performance at individual, team and organisational levels.
- **Commitment** – our people will be highly motivated and engaged and understand their contribution to the GLA business outcomes.

3.5 **Annex 2** sets out how the feedback will inform the delivery plan.

4. Summary of Key Points

- 4.1 The GLA is developing a delivery plan for its People strategy and will include key elements from the Board feedback.

5. Financial Implications and Budget Provision

- 5.1 No direct costs but introducing initiatives which improve employee engagement should lead to great efficiency.

6. Organisational Risks

- 6.1 If the GLA does not have a delivery plan for its strategy there is the risk that the strategy will be ineffective. This could lead to employees being demotivated and lacking focus; not receiving the training they require and disengaged.

7. Policy Implications and Links to Strategic Priorities

- 7.1 No policy implications.
- 7.2 Delivery aspect of People strategy.

8. Details of Consultation/EQIA

- 8.1 Takes account of feedback from the Board and staff survey.
- 8.2 Delivery Plans will be agreed at Senior Leadership Team Meeting.

9. Background Papers and Relevant Published Documents

- 9.1 None

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GLA Delivery Plan

Highly impactful and step changing initiatives

- Government 'Growth Acceleration' Programme
- Share (confidentially) staff survey general issues with other OGDs
- Use Survey Monkey
- Volunteer work in the community (good corporate social responsibility) e.g interview training, responsibility

Critical success factors - sustainable over the long term

- Shadowing, job swaps. External exchange (use GLA Board/DEFRA family)
- Good communication skills (see skills for Success Scotland for examples)
- Introduce Team briefings to communicate issues/ideas etc – top down & bottom up
- Electronic messaging to all employees
- V. live social business flashes up “watch outs”
- Use web site – intranet for communication
- Pay policy and reward
- Government 'Growth Accelerator' helps engagement
- Culture 'without fear' of failure
- “Talented” - need whole range of skills
- Help strugglers across the business
- Omni competent – don't pressurise employees

Appraisal

- Value your people; make each individual feel valued
- Identify and offer learning opportunities

Single points of failure (issues that will stop a good people strategy in its tracks)

- Performance related pay: could militate against one team ethos so consider rewarding teams instead
- Don't overpromise to staff and under deliver
- Face up to frustrations. Can't satisfy everyone's development needs

People Delivery Plans

Strand	Initiatives
Capacity	Explore Growth acceleration programme and lessons learned
Capability	<p>Introduce programme for shadowing and job swaps and external exchange using stakeholders.</p> <p>Volunteering to be developed – looking at working with local schools.</p>
Reward	<p>Look at whether a new pay system could provide greater incentives.</p> <p>Demonstrate how we value our staff.</p>
Performance management	<p>Ensure that have range of skills when looking at talent planning.</p> <p>Explore how to support those who are not meeting the requirements of their role – strugglers.</p>
Commitment	<p>Explore how to improve communication with employees.</p> <p>How to generate a positive culture – “without fear”</p> <p>Benchmark survey results</p>

The above will now be scheduled into a programme over the next 12 months and monitored/reviewed/evaluated accordingly.