

A PEOPLE STRATEGY FOR THE HOUSE OF LORDS ADMINISTRATION 2018 – 2021

Context

1. The [strategy](#) for the House of Lords Administration for the period 2016 – 2021 reflects the strategic and political context in which the House of Lords Administration is operating.
2. This strategy has as its aim to support and strengthen the House and its members in carrying out their parliamentary functions, is underpinned by the Clerk of the Parliament’s four priorities for the House of Lords Administration....:

Priority 1: ensuring we are able to adapt and innovate

Priority 2: providing excellent services

Priority 3: becoming a more unified Administration

Priority 4: embedding diversity and inclusion

...and is informed by the House of Lords Administration values:

- Respect for the role of the House
- Impartiality
- Integrity
- Diversity, Inclusion and Respect for Others
- Responsibility to taxpayers, society and the environment

3. [The Parliamentary Digital Strategy](#) also provides important context.

It’s about all the people...

4. At the heart of the House of Lords Administration’s ability to achieve and deliver this strategy and these priorities is our people. The House of Lords Administration recognises that if we are to succeed in this, we need to develop our people, providing the best working conditions and facilities in an inclusive and flexible environment, to enable their talents to flourish.

5. This People Strategy for the House of Lords Administration sets out how an Organisational Development¹ (OD) approach will enable us to provide the House of Lords Administration with the framework within which all of the people-related activities underway or planned to support the delivery of the House of Lords Administration strategy are both visible and joined-up.

6. Its focus for the three year period, which will bring it into line with the end point of the current House of Lords Administration strategy in 2021, is on creating the building blocks for the culture needed to support the House of Lords Administration strategy and on aligning towards that goal. Once those building blocks are in place and established, emphasis can move on to building sustainable capability and capacity within the House of Lords for the future.

7. Our overall OD approach is set out under three key themes:

- Listening to our people

¹ One definition of Organisational Development (OD) is that it is about “Improving organisational effectiveness and performance in a systematic and sustainable way and one which aligns strategy, people and processes”. Roffey Park 2012

- Attracting, developing and retaining our people
- Valuing and recognising our people's accomplishments

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8. Within each of these themes is a suite of actions (together with measures of success and particular priorities shown in boxes) we will undertake during the lifetime of this strategy to enable us to deliver the overall House of Lords Administration Strategy.

Listening to our people....

....so that our people have an opportunity to have a voice in the day to day running and the future development of our organisation.

We will:

- Involve and engage our people through a range of media and means so they can contribute their ideas and suggestions, including the HR contact group, the Workplace Equality Networks, the re-invigoration of staff seminars and other *ad hoc* workshops and fora.
- Carry out the 2018 staff survey, talk to our people about what it shows, benchmark the outcomes with other Parliaments and develop and communicate an action plan for improvement as an outcome
- Consider running the staff survey (or a "light touch" version of it) annually in order more frequently to measure progress and respond to concerns raised by staff
- Review our exit processes and make better use of the information provided

We'll know we're on the right track when:

- KPIs (turnover, sickness absence) do not increase, compared to our generally low baseline
- The 2018 staff survey shows an increase in the engagement index at a House of Lords Administration level, compared to the 2016 survey

- The 2018 staff survey shows an increase, compared to the 2016 survey, in the number of staff who agree that the House of Lords Administration is taking steps to provide an environment where speaking up and addressing workplace issues is encouraged.
- Qualitative feedback from Heads of Groups/Trade Unions/our people indicate that people feel that they have had opportunities to express their voice.

Attracting, developing and retaining our people....

... is the key to our organisation – we will strive to be an employer of choice, a place where talented people want to work and where they can flourish. We will seek to ensure that the House of Lords Administration has the right people with the right skills in the right place at the right time.

We will:

- Strengthen and more visibly promote the House of Lords Administration employee offer/brand: what is it currently, how could we enhance it and how could we market it better?
- Re-tender for an e-recruitment system and seek to improve the user experience.
- Develop and implement both an *ad-hoc* and more targeted apprenticeship scheme, to sit alongside the established work-experience scheme.
- Strengthen the House of Lords Administration career/talent management offering through the introduction of job families (and their associated frameworks)
- Develop/promote/review annually the Learning and Development “portfolio” available to staff to ensure that it provides staff with the skills and knowledge they require and ensures staff are able to access appropriate development in a timely manner.
- Identify and agree on House of Lords mandatory training, reporting and follow-up.
- Work with the Business Improvement and Change team to raise the capacity and capability for the House of Lords Administration to deliver change successfully
- Seek innovation in work practices and technology to enable and support the effectiveness of our people, including:
 - reviewing and revising the House of Lords Administration staff handbook
 - updating/re-developing policies to support Working Differently, including secondment, recruitment, homeworking, flexible working etc.
 - introducing arrangements to support the Working Differently agenda
 - scoping the benefits of the People, Data and Money Programme

We’ll know we’re on the right track when:

- Where this is an issue, retention rates of existing staff (with more than 5 years’ service and between 1-5 years’ service) and of new staff (less than 1 years’ service) increase, compared to baseline.
- The number of unsuccessful recruitments is reduced, compared to baseline.
- A clear agreed annual training and development plan is in place for all of our people, regardless of what stage they are in developing their career.
- There is 100% completion of appraisals and mandatory training.
- Apprentices become employed in the House of Lords Administration (or elsewhere) upon completion of their apprenticeship.

- The existence of job families provides more career opportunities for staff (as measured by an increased number of internal lateral or upwards permanent or short term moves, compared to baseline) and a model for more flexible use of resources across the House of Lords Administration (as measured by a decrease in the use of externally recruited workers on short-term [<6 months] contracts, compared to baseline).
- Feedback from the 2018 staff survey indicates that people are more positive (compared to the 2016 staff survey) about what the House of Lords Administration is doing to attract, develop and retain them.

Valuing and recognising our people's accomplishments...

...so that people are positive about working for the House of Lords Administration, remain motivated and want to stay

We will:

- Better communicate the House of Lords total reward offer, including consideration of scope for greater non-pay benefits/discretionary reward options.
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| <ul style="list-style-type: none"> • Develop and implement a new approach to performance management for the House of Lords Administration • Value people at all levels of the organisation in the rich diversity of roles we have in the House of Lords Administration by continuing to deliver the actions set out in our Diversity and Inclusion Action Plan. |
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- Produce and publish a Gender Pay Report and an Equal Pay Audit Report for the House of Lords Administration (including an action plan and a narrative).
 - Reflect upon how best we might recognise and reward our people for their positive achievements and contributions to the work of the House of Lords Administration.

We'll know we're on the right track when:

- Increased retention rates of existing staff (with more than 5 years' service and between 1-5 years' service) and of new staff (less than 1 years' service), compared to baseline.
- There is 100% completion of appraisals and mandatory training.
- The actions in the Gender Pay and Equal Pay Audit action plans start to have the effects of reducing the Gender Pay Gap and any unjustifiable equal pay gaps in the House of Lords Administration
- Gender balance in senior roles improves, compared to baseline
- Feedback from the 2018 staff survey indicates that staff are more positive (compared to the 2016 staff survey) about how the House of Lords Administration values them and recognises their accomplishments.

Matrix showing how each of the actions map to at least one of the Strategic Objectives (SO) in the House of Lords Administration Strategy and/or the Clerk of the Parliaments' priorities (P).

Action	SO 1	SO2	SO3	P1	P2	P3	P4
Involvement and engagement	√	√	√		√	√	
Refresh staff handbook				√			
Support Working Differently	√			√	√	√	√
People, Data, Money	√			√	√		
2018 Staff Survey	√	√			√		
Employee brand		√		√			
Better recruitment outcomes	√			√	√		
Apprenticeships				√			
Job families				√		√	
L and D portfolio	√				√		
Mandatory training	√				√		
Change successfully				√			
Total reward offer				√			
Performance management				√			
D&I Action Plan		√				√	√
Gender Pay Gap Report							√
Equal Pay Audit report							√
Celebrate successes		√	√			√	

Summary

9. There is much to be proud of in working for the House of Lords Administration. We are working hard to create the environment in which every one of us can continue to contribute as well as we can. We all have a part to play in that. This people strategy sets out what the House of Lords Administration will do. What will you do?

NIGEL SULLY
HR DIRECTOR
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