



POST OFFICE LIMITED

BOARD REPORT

Title:	3-year People Plan and People Structure	Meeting Date:	27 th February 2024
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Input Sought: Noting and discussion

The Board is requested to:

- i. Note the progress on the People Team restructure currently underway.
- ii. Note and discuss the Strategic People Plan.

Executive Summary

Significant progress has been made on resetting the People function of Post Office.

Firstly, following a comprehensive review of the People team structure, several proposed changes were identified and, as a result, a consultation process is now underway. The proposed structure will reset the support that the People team provide to the business enabling the business to meet its vision and purpose.

Secondly, a Strategic People Plan has been developed, focusing on three strategic priorities – colleague experience, capability and inclusion – to 'create a great place to work for all'. The high-level plan is shared with Board in this paper for noting and discussion.

Report

People Team Restructure

1. A full review of the People team structure started in November 2023. This has been led by Angela Woolfenden, an external People and Organisation Design consultant.
2. The review created a proposed new structure for the People team that is now being consulted on.
3. Some key changes in the structure are:
 - a. the levels of partnering that will be put in place to support the business; and
 - b. new roles that have been introduced to support the areas of strategic importance identified in the Strategic People Plan including Wellbeing, EDI (Equity, Diversity and Inclusivity), and Leadership and Talent.
4. The proposed structure also removes single points of failure and provides many career progression routes, removing the need for people colleagues to leave Post Office to grow their careers.



5. The aim is for the new People team structure to be in place by 31st March, however it should be noted that there are dependencies on external recruitment in some areas and this could result in delay.

Strategic People Plan

6. The main tenets of the Strategic People Plan are found in **Appendix A**.
7. The Plan sets out both the approach and the activities required to enable the People team to transform Post Office into 'a great place to work' over a 3-year period, to April 2027.
8. The plan is focused on developing three priority areas:
 - a. Colleague experience;
 - b. Capability; and
 - c. Inclusion
9. These three broad priority areas have been identified as critical areas of focus to enable Post Office to become 'a great place to work for all' and are also grounded in people and culture change best practice.
10. The three priorities are aligned to the Gartner workforce culture alignment model which identifies behaviours (colleague experience), knowledge (capability) and mindset (inclusion) as being key levers in delivering any culture change.
11. The three priority areas contain different elements of the People Operating Model:
 - a. Colleague experience includes:
 - i. Engagement;
 - ii. Wellbeing;
 - iii. Reward;
 - iv. Core People Processes;
 - v. People Policies;
 - vi. People Systems; and
 - vii. People Data and Analytics.
 - b. Capability includes:
 - i. Leadership;
 - ii. Talent Development;
 - iii. Talent Attraction;
 - iv. Performance Management; and
 - v. Organisation Design.
 - c. Inclusion stands on its own as a core priority that needs to be embedded across the entire People Operating Model.
12. The outcomes that the plan is aiming to achieve in each of the priority areas are:
 - a. For **colleague experience**, that Post Office transforms what its people feel, see and experience throughout their time at Post Office;
 - b. For **capability**, that Post Office reimagines its approach to talent and people capabilities to unlock the full potential of the business; and
 - c. For **inclusion**, that Post Office deepens its commitment and focus on ED&I to become a truly inclusive and safe place for all.
13. The plan has three phases – foundations, growth and sustainability. The phases are not consecutive and do not equate to years – so, not all foundational activity will be completed in year one, and equally not all sustainable activity will take three years to achieve. The



phases are used to describe the level of maturity that the detailed deliverables within each phase will achieve for the business.

14. To allow for effective planning and budgeting, a detailed set of deliverables have been developed for the first year of the plan (FY2024/25) and these can be found on the second slide of Appendix A.
15. The next phase of development for the Strategic People Plan, post the appointment of the new People Leadership Team, will include the following:
 - a. Assigning ownership for each of the deliverables;
 - b. Creating a detailed milestone plan for the 24/25 deliverables;
 - c. Developing measures of success for each of the deliverables; and
 - d. Aligning team and individual objectives to the deliverables.

Appendix A

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“Creating a great place to work for all....”

3 Stages

Foundations

Assessing where we are and where we want to be – people, processes, technology, culture. Starting where we are, using what we have, doing what we can to reinforce or build strong foundations that will underpin our ambitions for the future. Narrowing our focus to ensure we get the basics right first.

Growth

Steadily building on the foundations to embed and improve. Building confidence and trust in the People offering. Expanding our focus beyond the basics and aiming for best in class.

Sustainability

Scanning the horizon whilst continuing to listen, learn and deliver best in class A consistent, reliable offering across the whole colleague lifecycle.



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“Creating a great place to work for all....”

3 Strategic Priorities

Colleague Experience

Transform what our people feel, see and experience throughout their time with us

Capability

Reimagine our approach to talent and people capabilities to unlock the full potential of the business

Inclusion

Deepen our commitment and focus on ED&I to become a truly inclusive and safe place for all

Delivered by a People Team set up to enable Post Office to meet its vision and purpose and transform its culture





24/25 Deliverables on a page

	Colleague Experience	Capability	Inclusion
Strategic Intent	Transform what our people feel, see and experience throughout their time with us	Reimagine our approach to talent and people capabilities to unlock the full potential of the business	Deepen our commitment and focus on ED&I to become a truly inclusive and safe place for all
24/25 Intent	Brilliant basics in place for all colleagues	Raise the bar on leadership, management and people capabilities	Move the dial from a diversity focus towards an inclusivity focus
24/25 Deliverables	<ul style="list-style-type: none"> Colleague support through the Inquiry Colleague Wellbeing strategy developed Total reward statements introduced Continuity built into STIP measures Define and embed pay governance principles Recruitment and selection process improvements Applicant Tracking System enhancements Standardise pay negotiation processes and governance Map People Shared Services processes 5-year colleague engagement platform 3-year People Systems roadmap 	<ul style="list-style-type: none"> Embed the new People Operating Model New leadership model and behaviours embedded Training needs analysis for all managers and individual plans produced Potential model introduced High potential talent processes in place Robust succession plans in place for all functions Selection framework in place Annual performance and development cycles locked down Performance reviews for non management grades Performance management process improvements Define organisation design principles, job design principles and job families Contractor strategy and cost reduction 	<ul style="list-style-type: none"> Define 3-year EDI deliverables Define roles and responsibilities for EDI across business Embed EDI policies across colleague lifecycle Network focus on intersectionality Improve diversity sharing rates Senior diversity recruitment process introduced Targeted development programmes for diverse talent Inclusivity and unconscious bias training for all leaders

