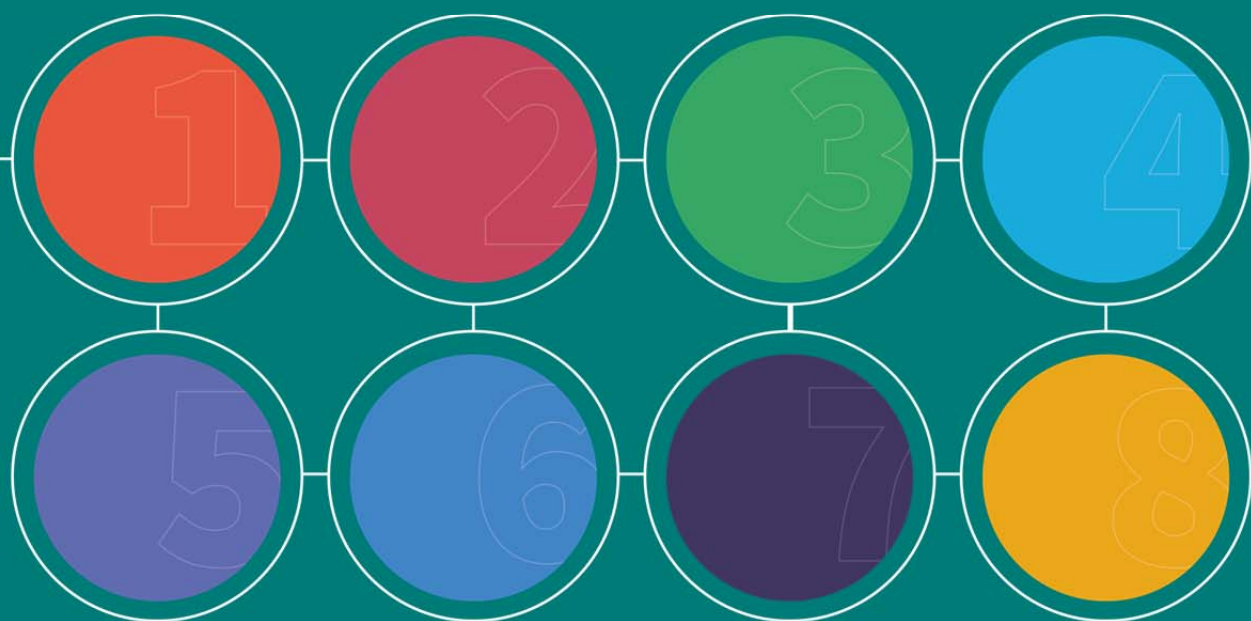


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People Strategy

2018/19 to 2022/23



transforming
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West Lothian
Council

Welcome to the People Strategy

The strategy sets out the key outcomes, activities and behaviours that the council will pursue in support of our corporate priorities and a culture of continuous improvement

Every day, West Lothian Council provides a diverse range of essential services to the communities of West Lothian. The quality and effectiveness of these services rely on the commitment and ability of our employees, who on a daily basis make a difference to the lives of our customers.

The council faces challenges that simply cannot be addressed by doing things the way we have always done them. Budget constraints will continue to challenge the way in which services are delivered, whilst at the same time the demand for services is growing. We will therefore have to transform the way that we work and prioritise resources to achieve the greatest impact on our community. The People Strategy acknowledges the critical role that employees have in every aspect of service delivery, continuous improvement and transformational change and sets out a plan for the key activities and actions over the next five years which will support and drive the development and effective leadership of our employees.

As well as enabling transformation in other services, the People Strategy supports the delivery of digital transformation and improved customer service and has been developed in conjunction with the Digital Transformation Strategy and Customer Service Strategy. At the core of the People Strategy is the recognition of the importance of building capacity at all levels and effectively engaging with our employees and implementing programmes of activity that will develop the skills, attitudes and behaviours required in the future.

In support of the council's Corporate Plan 2018/23 and the eight priorities, implementing the People Strategy across all services will ensure the council has the people to deliver in the priority areas. The 2018/2023 People Strategy builds on previous strategies, but there is an increased focus on how we plan to develop and support our employees in this time of change. The recognition of the value and benefits that come from having a fully skilled, engaged and motivated workforce remains key to our success as a leading council. This Strategy will support the modernisation and improvement of council services and guide our people activity to ensure that all employees are led, managed and developed effectively.



Lawrence Fitzpatrick
Leader of the Council



Graham Hope
Chief Executive

Strategy outcomes

The People Strategy is designed to support the council's aim of improving the quality and value of services it provides to the people of West Lothian. The Strategy sets out how we will achieve our people priorities for the years between 2018/19 and 2022/23 to ensure that we have the workforce that we need to deliver services into the future.

The People Strategy has four outcomes:

- ◆ Effective People Management and Engagement
- ◆ Developing Workforce Skills and Capacity
- ◆ Being an Employer of Choice
- ◆ Developing Leadership Skills and Capacity

The success of the council in achieving its objectives is highly dependent on the skills and commitment of its employees. The People Strategy seeks to send out a simple and clear message about the council's aspirations and expectations as a good employer. The outcomes focus on ensuring that the council is regarded as a great place to work and where people:

- ◆ Make a difference
- ◆ Feel valued and rewarded
- ◆ Feel supported and committed
- ◆ Are encouraged to be flexible and innovative
- ◆ Are able to embrace change
- ◆ Feel confident and capable

Achieving the outcomes contained within the People Strategy requires clear commitment and strong leadership from the council and the full involvement and commitment of all council employees.

The council's role is to promote a positive and inclusive culture and to create an environment that encourages effective engagement, open communication and high performance. Employees are equally responsible for taking personal ownership of their own performance, development and improvement as necessary and for communicating any issues that may prevent them from achieving their potential. Trade Unions will be consulted in the development of policies, procedures and processes to deliver the People Strategy outcomes.

The council is committed to providing equality of opportunity as both a service provider and an employer and the workforce is highly diverse and complex – reflecting the range and type of services delivered. Success in the future demands new ways of thinking and working and this Strategy complements the council's suite of Corporate Strategies by supporting people activity that will maximise employee engagement and embed a culture of high performance that facilitates a proactive health, safety and wellbeing culture.

The People Strategy outcomes will be progressed by the HR Programme Board and will be integrated into service management plans, supported by appropriate action/project plans. The HR Programme Board will conduct scheduled reviews to ensure that the council remains on track to deliver the outcomes and that these continue to be relevant to the council and the achievement of corporate priorities. Through the annual employee survey results, the HR Programme Board will assess whether the Strategy continues to be relevant to the needs of employees and the council and will consider what changes may be necessary.

Scope of the strategy

The People Strategy is a corporate strategy and adopted across the council. It has been subject to consultation with the key stakeholders and approval by Council Executive. The strategy covers the period 2018/19 to 2022/23, which is also the duration of the Council's Corporate Plan. The People Strategy has been developed in support of this plan and the other key plans and strategies.

Corporate strategies

The council has nine strategies to support the delivery of the Corporate Plan. Each has been developed to address specific factors that are critical to the sustained success of the council and to management and governance. The strategies have been aligned and provide specific support towards; **transformation, digital services** and **behavioural change** in the council

<p>Customer service strategy A strategy to develop the council as a customer-oriented organisation through an understanding of customer needs and excellent service provision.</p>	<p>People strategy A strategy to ensure the council has the people to deliver in the priority areas and that all employees are led, managed and developed effectively.</p>	<p>Raising attainment strategy A strategy to align the council's resources in the delivery of positive change in the council's number one priority, improving attainment and positive destinations.</p>
<p>Digital transformation strategy A strategy to support the development of digital services in the council.</p>	<p>Improvement strategy A strategy to ensure the council has a strong culture of high performance and capacity to deliver in the priorities.</p>	<p>Risk management strategy A strategy to ensure effective management of risks that may impact on the council's ability to deliver our priorities or objectives.</p>
<p>ICT strategy A strategy to ensure the council has the ICT infrastructure to succeed in the priority areas.</p>	<p>Asset Management Strategy A strategy to ensure the council assets are effectively and efficiently used to support service delivery.</p>	<p>Audit and Counter Fraud strategy A strategy to direct audit activity. This will ensure that the council has effective governance and controls and effective measures for the prevention, detection and investigation of fraud.</p>

1 Effective People Management and Engagement

Description

The council recognises and values the vital role played by employees and the importance of ensuring that they are provided with the necessary information, support and development to perform to the best of their ability. As good communication and effective day to day leadership and management play a key role in engaging with and motivating the workforce, we will have clear processes in place to ensure effective two-way communication and participation with employees at all levels in all aspects of their employment. We will ensure employees understand what is expected of them and how their performance and effectiveness will be measured.

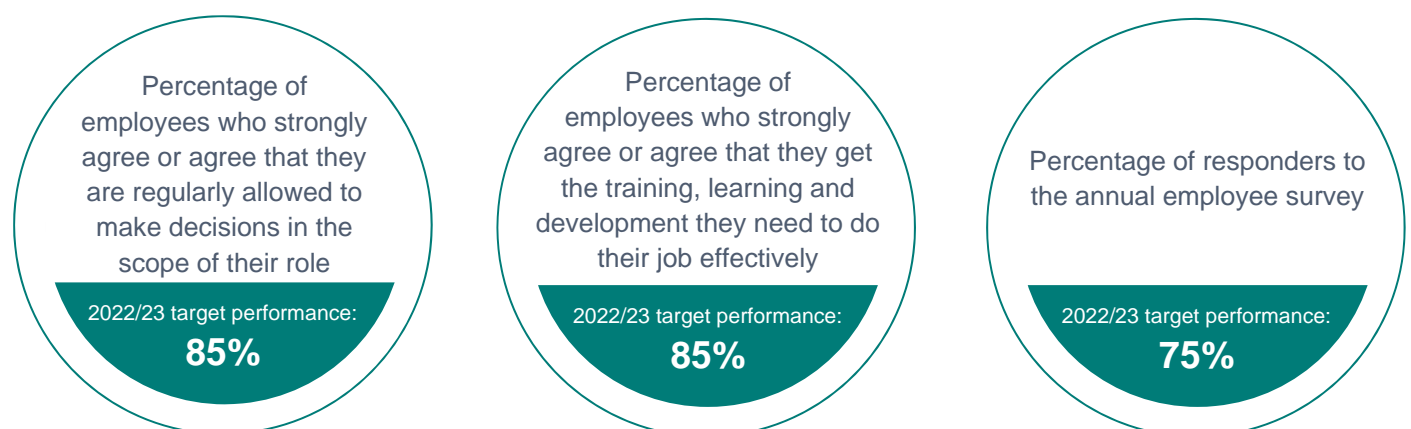
Activities

The main activities of the council during the period of the strategy will be to:

- ◆ Ensure employees are empowered and that they have the autonomy, flexibility and accountability to make a positive difference in their day to day environment.
- ◆ Promote a performance culture and encourage individuals to develop themselves, providing support and learning for those whose performance falls below required standards.
- ◆ Utilise employee engagement data to identify and plan where and how two-way communication can be improved.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:



2 Developing Workforce Skills and Capacity

Description

The transformation of council services will require changes in workforce numbers and skills. This will require effective planning and more flexible approaches to help our employees to be ready for the future. To realise the full potential of our employees we need to develop and refine our internal people processes, ensuring that they enable the movement of people, to develop them in new roles and facilitate high performance. We start on solid foundations, but must be ready to embrace change and create an adaptable and agile workforce that is willing to develop new skills and collaborate with a range of partners to make a positive difference to the way services are delivered to our customers.

Activities

The main activities of the council during the period of the strategy will be to:

- ◆ Develop, implement and review initiatives to create a culture where employees develop new skills and embrace change through a structured approach to workforce planning.
- ◆ Effectively manage the people aspects of organisational change to ensure services continue to be delivered to high standards.
- ◆ Support employees in new ways of working that will make the council more efficient and provide better levels of service for our customers.
- ◆ Develop, implement and review human resource initiatives and policies to support the council's transformation programme.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:



3 Being an Employer of Choice

Description

The council recognises the positive difference our employees make to the everyday lives of West Lothian citizens. Effectively recruiting, rewarding and retaining the right people will ensure that consistently high quality services continue to be delivered in the future. As the largest employer in West Lothian, we will continue to develop our reputation as an employer of choice and will strengthen a workplace culture that recognises employee contribution, values diversity and implements inclusive workforce practices. The council also accepts its responsibility for ensuring the health, safety and welfare of employees whilst at work and we will work to support employees to develop resilience and achieve and maintain healthy working lives.

Activities

The main activities of the council during the period of the strategy will be to:

- ◆ Encourage and celebrate individual and team performance.
- ◆ Ensure an inclusive workplace to ensure all employees are able to participate fully in all aspects of work.
- ◆ Implement a proactive and supportive approach to attendance management and focus on employee wellbeing to ensure our employees are the best they can be.
- ◆ Ensure that the physical working environment is safe and that any inherent risks are assessed and managed.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:



* In relation to sex (gender), gender reassignment, age, religion or belief, disability, sexual orientation, race, pregnancy or maternity

4 Developing Leadership Skills and Capacity

Description

Our leaders have a critical role in achieving outcomes and supporting the effective transformation of council services. Their continued development and empowerment of our leaders and managers is a key priority to ensure they promote a positive and inclusive culture; creating an environment that encourages effective engagement, open communication, empowerment and high performance.

Activities

The main activities of the council during the period of the strategy will be to:

- ◆ Ensure that all leaders and managers have access to appropriate development and training which supports the council's strategic outcomes and corporate priorities.
- ◆ Improve the effectiveness of leaders and managers through strategic engagement activities.
- ◆ Empower and support managers to deliver transformational services which are sustainable and deliver positive outcomes.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:



Developing the strategy and reporting progress

The strategy was developed to support the delivery of the Council's Corporate Plan and to take account of a range of factors that are likely to impact the delivery of council services in the next five years.

Context

The next five years will be a period of significant challenge for the council with ongoing spending constraints expected to continue. However, the council has clearly defined long term aims relating to the development of high quality services, designed to meet the needs of its customers. These long term aims are captured in the Local Outcome Improvement Plan, Community Plan and in the council's Corporate Plan and together these strategic plans determine the work of the council's services.

The development of the Corporate Plan 2018/23 has been directly influenced by the views of the people living and working in West Lothian, ensuring that all employees are focused on meeting the needs of a growing and vibrant community. The Corporate Plan sets the strategic priorities for the council up to 2022/23 and this will be the continued focus for all council services during the period.

This will help to ensure that we continue to tackle the most important issues for West Lothian. Also, that we invest in and prioritise the services which make the most significant contribution to the achievement of positive outcomes.

Influences

The council has embraced the principles of continuous improvement and is committed to new and improved ways of working. This is reflected through the People Strategy in terms of the effective management, development and engagement of our employees. Our strategy to support customer and outcome focused employees is validated through corporate performance monitoring processes and through external assessment such as the council's corporate accreditation in Investors in People and the Customer Service Excellence standard.

Strategy development process

This Strategy builds on the themes from the 2013/17 People Strategy and was developed by taking account of the views expressed by the community, partners and stakeholders. The priorities and associated activities are key to ensuring that the council's overall aim of continuing to deliver excellent public services is achieved.

The process and timescales for the development, publication and review of the strategy is set out, including consultation with the appropriate stakeholders.

Strategy governance		
Group	Governance Scrutiny role	Reporting Frequency
Council Executive	a) Approval of the strategy	<ul style="list-style-type: none"> ◆ Approval ◆ End of strategy review
Partnership and Resources PDSP	<ul style="list-style-type: none"> a) Engagement on the strategy and strategy outcomes at the development stage b) Regular updates to the Corporate Management Team on the progress of specific programmes of work 	<ul style="list-style-type: none"> ◆ Consultation ◆ Annual strategy review ◆ End of strategy review
Corporate Management Team	<ul style="list-style-type: none"> a) Engagement on the strategy and strategy outcomes at the development stage b) Regular updates to the Corporate Management Team on the progress of specific programmes of work 	<ul style="list-style-type: none"> ◆ Consultation ◆ Annual strategy review ◆ End of strategy review
HR Programme Board	a) Development of the strategy and strategy outcomes	<ul style="list-style-type: none"> ◆ Approval ◆ Annual strategy review ◆ End of strategy review
Stakeholders	a) Engagement on the strategy and strategy outcomes at the development stage	<ul style="list-style-type: none"> ◆ Consultation
Customers (internal)	a) Engagement on the strategy and strategy outcomes at the development stage	<ul style="list-style-type: none"> ◆ Consultation

Strategy monitoring

The strategy lead and the board (responsible for delivering and monitoring progress in the strategy) will ensure that appropriate arrangements are in place to track and monitor in-year progress.

An annual review will be undertaken and reported to the council’s Corporate Management Team and to the relevant Partnership and Resources PDSP. This will include an update on the agreed performance scorecard and action plan and will also be published on the performance pages of the council website. Insert link.

An end of strategy review will be undertaken in the final year of the strategy to report on the achievement in the outcomes and final position in the performance indicators (against the target) and the agreed actions.

Supporting the delivery of Council priorities

This strategy will support the delivery of the Council’s Corporate Plan

Corporate strategies are designed to support the delivery of the Corporate Plan 2018/23 by improving the culture, agility, resilience and performance of the council. Each strategy has clearly defined outcomes and measurable indicators of success and actions for the period. Specifically, this strategy aligns to the enablers and deliverables that have been identified as key to the success of the Corporate Plan, this outlined in the following table.

Alignment with Corporate Enablers					
Council enabler	Deliverable	Strategy key activity / process	Indicator(s)	2017/18 Performance	2022/23 Target
(E2.7) Corporate governance and risk	Managing health and safety through effective policies and procedures and monitoring activity.	◆ Ensure that the physical working environment is safe and that any inherent risks are assessed and managed.	Percentage of health and safety incidents not reportable to the Health and Safety Executive.	98%	100%
		◆ Implement a proactive and supportive approach to attendance management and focus on employee wellbeing to ensure our employees are the best they can be.	Percentage of employees returning to normal monitoring under sickness absence	65%	85%
(E3.4) Modernisation and improvement	Planning, managing and developing the Council's workforce, supporting the development of a skilled, healthy, well informed, highly motivated and diverse workforce to support the changes necessary.	◆ Empower and support managers to deliver transformational services which are sustainable and deliver positive outcomes.	The council will rank at number 1 in Local Government Benchmarking Framework	1	1
		◆ Ensure employees are empowered and that have the autonomy, flexibility and accountability to make a positive difference in their day to day environment.	Percentage of employees who strongly agree or agree that they are regularly allowed to make decisions in the scope of their role	76%	85%

Alignment with Corporate Enablers

Council enabler	Deliverable	Strategy key activity / process	Indicator(s)	2017/18 Performance	2022/23 Target
(E3.4) Modernisation and improvement	Planning, managing and developing the Council's workforce, supporting the development of a skilled, healthy, well informed, highly motivated and diverse workforce to support the changes necessary.	◆ Promote a performance culture and encourage individuals to develop themselves, providing support and learning for those whose performance falls below required standards.	Percentage of employees who strongly agree or agree that they get the training, learning and development they need to do their job effectively.	73%	85%
		◆ Utilise employee engagement data to identify and plan where and how two-way communication can be improved	Percentage of responders to the annual employee survey.	57%	75%
		◆ Develop, implement and review initiatives to create a culture where employees develop new skills and embrace change through a structured approach to workforce planning.	Percentage of employees who strongly agree or agree that they are encouraged by their line manager to improve their own performance.	71%	85%
		◆ Effectively manage the people aspects of organisational change to ensure services continue to be delivered to high standards.	Percentage of employees who strongly agree or agree that they know what is expected of them at work.	93%	100%
		◆ Support employees in new ways of working that will make the council more efficient and provide better levels of service for our customers.	Percentage of employees completing digital skills training.	New	100%
		◆ Develop, implement and review human resource initiatives and policies to support the council's transformation programme.	Percentage of HR policies and procedures reviewed within the lifetime of this strategy.	93%	100%

Alignment with Corporate Enablers

Council enabler	Deliverable	Strategy key activity / process	Indicator(s)	2017/18 Performance	2022/23 Target
(E3.5) Modernisation and improvement	Designing and delivering manager and leadership development activities and programmes that meet the development needs of individuals and the organisation as a whole.	◆ Ensure that all leaders and managers have access to appropriate development and training which support the council's strategic outcomes and corporate priorities.	Percentage of managers who have participated in corporate development programmes and activities.	100%	100%
(E3.5) Modernisation and improvement	Designing and delivering manager and leadership development activities and programmes that meet the development needs of individuals and the organisation as a whole.	◆ Improve the effectiveness of leaders and managers through strategic engagement activities.	Percentage of managers who have accessed strategic engagement activities.	100%	100%
(E3.6) Modernisation and improvement	Providing equality for all, both as a service provider and employer, promoting the benefits of a diverse workforce and developing policies and procedures which support the elimination of discrimination.	◆ Develop strategies which encourage and celebrate individual and team performance.	Percentage of employees who strongly agree or agree that they feel valued and recognised for the work that they do.	61%	85%
		◆ Ensure an inclusive workforce to ensure all employees are able to participate fully in all aspects of work.	Percentage of employees who, in the last 12 months, who strongly agree or agree that they have not experienced discrimination at work in relation to sex (gender), gender reassignment, age, religion or belief, disability, sexual orientation, race, pregnancy or maternity.	90%	100%

Appendix 1: Strategy Scorecard

The council will report on the following key measures of the success throughout the lifetime of our strategy, targeting performance improvement against the baseline year (2017/18)

OUTCOME 1 – EFFECTIVE PEOPLE MANAGEMENT AND ENGAGEMENT						
Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Percentage of employees who strongly agree or agree that they are regularly allowed to make decisions in the scope of their role	76%	78%	80%	82%	84%	85%
Percentage of employees who strongly agree or agree that they get the training, learning and development they need to do their job effectively.	73%	75%	78%	80%	83%	85%
Percentage of responders to the annual employee survey.	57%	60%	64%	68%	72%	75%

OUTCOME 2 – DEVELOPING WORKFORCE SKILLS AND CAPACITY						
Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Percentage of employees who strongly agree or agree that they are encouraged by their line manager to improve their own performance.	71%	73%	76%	79%	82%	85%
Percentage of employees who strongly agree or agree that they know what is expected of them at work.	93%	95%	97%	99%	100%	100%
New PI: Percentage of relevant employees who have completed digital skills training.	0%	5%	20%	50%	75%	90%
Percentage of HR policies and procedures reviewed within the lifetime of this strategy.	93%	20%	40%	60%	80%	100%

OUTCOME 3 – BEING AN EMPLOYER OF CHOICE

Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Percentage of employees who strongly agree or agree that they feel valued and recognised for the work that they do.	61%	65%	70%	75%	80%	85%
Percentage of employees who, in the last 12 months, strongly agree or agree that they have not experienced discrimination at work in relation to sex (gender), gender reassignment, age, religion or belief, disability, sexual orientation, race, pregnancy or maternity.	90%	94%	98%	100%	100%	100%
Percentage of health and safety incidents not reportable to the Health and Safety Executive	99%	100%	100%	100%	100%	100%
Percentage of employees returning to normal monitoring under sickness absence.	65%	69%	73%	77%	81%	85%

OUTCOME 4 –DEVELOPING LEADERSHIP SKILLS AND CAPACITY

Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Percentage of managers who have participated in corporate development programmes and activities.	100%	100%	100%	100%	100%	100%
Percentage of managers who have accessed strategic engagement activities.	100%	100%	100%	100%	100%	100%
The council will rank at number 1 in Local Government Benchmarking Framework	1	1	1	1	1	1

Appendix 2: Strategy Action Plan

The council will undertake a range of actions to support delivery of corporate priorities and objectives, improve services and deliver transformation.

Actions 2018/23							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Develop and implement leadership and manager development programmes	Continued development and implementation of leadership and management programmes to increase the skills and capacity of managers at all levels.	Improve the effectiveness of leaders and managers.	HR and Support Services Manager	April 2018	March 2023	Active	
Develop and implement a succession planning framework.	Develop a new framework for identifying and developing our leaders of the future.	Ensure the council continues to operate effectively when people leave the organisations who occupy key leadership posts.	HR and Support Services Manager	April 2019	March 2020	Planned	
Produce an updated workforce plan each financial year as a baseline for managing resource issues.	Identify current and future staffing requirements to produce a workforce plan at the start of each financial year providing a summary within the Management Plan and aligned to activity based budgets.	Services have a detailed understanding of the workforce profile and develop strategies to address issues arising from workforce audits.	Head of Service	April 2018	Annually	Active	
Undertake an annual employee survey.	Conduct an annual employee survey to obtain the views of employees.	Improved employee morale which results in improved performance.	HR and Support Services Manager	April 2018	Annually	Active	

Actions 2018/23							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Develop an annual communication and engagement plan.	Produce a communication and engagement plan incorporating an analysis of the employee survey results.	Improved employee morale which results in improved performance.	Heads of Service	April 2018	Annually	Active	
All employees have an annual appraisal and development review and learning and development activities are identified to address competency gaps.	<p>Services have an established process for managing employee performance and identifying learning and development needs.</p> <p>A collective learning and development plan should be produced for prioritising learning needs and training budgets.</p>	Individuals receive constructive and clear feedback on their performance.	Heads of Service	April 2018	Annually	Active	
Develop and implement a new Capability Framework.	Develop and implement a new framework for dealing with recurring cases of unsatisfactory employee performance.	Individuals receive structured and clear feedback on required levels of performance improvement.	HR and Support Services Manager	April 2018	March 2019	Planned	
Develop and implement a new Recognition Framework.	Develop and implement a new framework to ensure individual and team achievements are celebrated and publicised.	Employee contribution and achievement is recognised.	HR and Support Services Manager	April 2019	March 2020	Planned	

Actions 2018/23							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Review employee health, safety and wellbeing policies and procedures and produce an annual plan.	Services will produce a health and safety action plan and employee wellbeing plan as part of the annual management planning and budgeting process.	Plans are established to progress health, safety and wellbeing issues.	Heads of Service	April 2019	Annually	Active	
Develop e-learning equality and diversity training.	Develop e-learning modules covering general Equality and Diversity as well as bespoke modules for each of the protected characteristics	Ensure legislative compliance	HR and Support Services Manager	April 2018	March 2023	Planned	
Review and update equality monitoring data question set.	Revise and implement Equality Monitoring Data questions covering all protected characteristics across all services to ensure consistent approach to analysing the data	Ensure legislative compliance and improve the data we hold about our service users and employees to ensure our services are tailored to meet their needs	HR and Support Services Manager	April 2018	March 2019	Planned	
Undertake an equality monitoring survey.	Conduct an employee equality monitoring survey to build a comprehensive profile of the workforce profile.	Ensure legislative compliance and improve the data we hold about our employees	HR and Support Services Manager	April 2019	March 2020	Planned	

People Strategy

West Lothian Council

June 2018

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