

**People & Change**

## **People First Strategy 2022 – 2027**

**People first, digital always**

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## Introduction

People First Strategy, putting people at the centre of council transformation.

### Putting People First

This strategy creates opportunities for collaboration, improved support for employees, drives digital skills adoption and improvements across services for our citizens and employees.

It looks to create space for innovation, creativity and a focus to drive, role model and encourage change that only people can deliver.

### Where we want to be in future

The People & Change team will work collaboratively, progressing each individual area, delivering business as usual, whilst combining efforts, specialist knowledge and resources to deliver some focused and radical changes aligned to the employee cycle. Collaboration is essential and encouraged, removing waste and duplication and sharing best practice council wide. The team will focus on ensuring that our people have the opportunity and skills to drive forward their services, to maximise the opportunities and unlock potential.

### How we will get there

Our ambitious 5 year plan, focused around the Employee Lifecycle, will drive forward innovation and transformation in the delivery of our services, with positive impacts for each and every employee.

### We will know we have succeeded when...

West Dunbartonshire Council have been recognised formally as an employer of choice. Our employees consistently provide positive feedback on West Dunbartonshire Council as a good place to work.

### Other ways we will measure success.....

- Achievement of organisational aims
- Others want to learn from our success
- External recognition and Awards

## People First Priorities

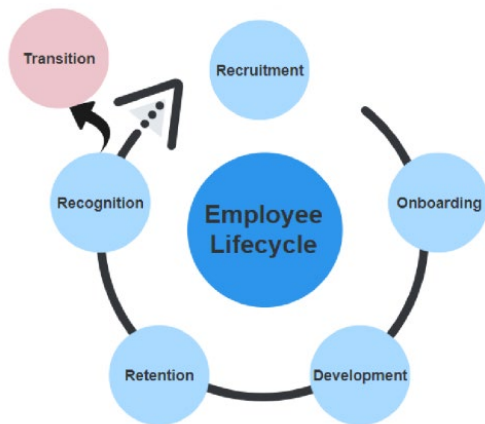
The People First strategy is about working together across all areas in a focused and transparent way.

Although we have individual areas of responsibility, our teams will work together to maximise our impact across the organisation and achieve success on a scale that we would be unable to achieve individually.

Our primary aim is to support the achievement of organisational aims by ensuring that every single employee is treated fairly and equitably, receives the support that they require and is able to carry out their role to the very best of their abilities, achieving job satisfaction and pride in what they do.

We are pieces of the same puzzle, and only by coming together can we create a full picture.

## People First 5 Year Plan



### The Employee Lifecycle

Using the employee lifecycle model, we will create an annual spotlight on each element, pooling our knowledge, resources and efforts to transform the employee experience of each stage.

Our plan is ambitious and cumulative.

We expect to meet challenges as well as achieve successes.

We are committed to working together for maximum positive impact to our workforce and transformation of our processes.

### Priorities for each year



Using our bespoke AIMS approach, each year, we will identify our key actions and areas for improvement:



### People First

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## Organisational Development, Change & Digital

### Organisational Development (OD)

#### What is OD and why is it important to WDC?

Organisational Development (OD) is the work of facilitating organisational success. In real terms, to the observer this may look like learning and development opportunities, change support, driving innovation or working with culture and behaviours

#### Where we want to be in the future

We want to ensure that organisational values and behaviours are explicit, embedded and role modelled by everyone. We strive to ensure that every single employee has the opportunity for development and progression, as suited to their role and their individual needs and aspirations.

#### How we will get there

By working together and listening to all employees, managers and our People & Change colleagues, we will ensure our services are focused and drive forward change and transformation for positive results for people and for our citizens

#### Support and build workforce skills

- Employee Development
- Leadership and Management Development
- I-Learning
- Coaching and Mentoring
- Elected Member Development
- Digital Skills
- Wellbeing Support
- Be the Best Conversations
- Training Budget

#### We will know we have succeeded when.....

Our organisation is successful and recognised for innovation and ambition.

#### Other ways we will measure success.....

Our services are no longer needed, when everyone is self-supporting and no longer needs our guidance and input.

## Organisational Development, Change & Digital

### Change and Digital

#### What is Change & Digital and why is it important to WDC?

Leading change presents opportunities and challenges for managers, firstly in leading and communicating the organisation's aspirations and secondly, through managing relevant change processes, activities, and employees through the transition. Getting it right with the Council's greatest asset - its people - is critical for success and beyond. Digital maximises the potential of digital technologies to improve the outcomes and services for all our citizens and employees, whilst seeking to reduce our costs.

#### Where we want to be in the future

A team which: identifies digital solutions and leads on their implementation; develops digital solutions to improve and transform business processes for those delivering the service and those using it; moves towards 'data as an asset' environment by maximising data use through real-time visualisations to aid decision making and grow the data community; co-develops solutions with service users.

#### How we will get there

By working together and listening to all of our people (employees, citizens and other stakeholders), we will ensure our services are digitally focused and drive forward change and transformation for positive results for people and for our citizens. Establish a Centre of Excellence to drive forward the implementation and possibilities which come with the implementation of M365.

#### Digital

- Fit for Future service review programme
- Fit for Future measurement of impact
- Data Maturity and Governance
- Data Community
- Service Design – maximising use of approach corporate wide
- Microsoft 365 roll out

#### We will know we have succeeded when.....

...decisions are based on data that is joined up and when processes have been streamlined to improve service delivery for all. Also when recommendations from Fit for Future (WDCs approach to improvement) reviews are implemented and savings realised.

#### Other ways we will measure success.....

...when the peer communities we have established operate as teams, share ideas and experiences and work collaboratively to improve services we offer.

## **Human Resources**

### **Employee Wellbeing**

#### **What is Employee Wellbeing and why is it important to WDC?**

Putting our people first means that employee wellbeing must be at the heart of what we do as an employer; improved wellbeing at work has a mutual benefit to our people, the organisation and the wider community and economy in West Dunbartonshire. By creating an environment that enables people to be supported holistically, they will be more likely to reach their potential, increase their resilience, improve employee engagement and deliver their best levels of performance and productivity.

#### **Where we want to be in the future**

We want to ensure that employee wellbeing is embedded in the Council's leadership, culture and people management practice. We want to help equip our people with the wellbeing skills and supports needed to thrive in the workplace.

#### **How we will get there**

By working together and listening to our employees we will ensure that there is a sector leading foundation of supports available to support mental and physical health. We will improve the quality of work in West Dunbartonshire Council by delivering on the Fair Work Convention. We will be informed by our data when making decisions and draw insights from our actions to ensure that we are driving forward positive change

#### **Employee Wellbeing**

- Reporting and Governance
- Skills and Leadership development
- Engagement to raise awareness and hear employee voice
- Data analysis and trends
- Partner Management with support providers

#### **We will know we have succeeded when.....**

people across the organisation have regular open and honest conversations with their managers about their wellbeing, feel fulfilled by their work and access help and support for their mental and physical health in a pro-active manner.

#### **Other ways we will measure success.....**



a reduction in reactive wellbeing support required from HR team

## **Human Resources**

### **Workforce Planning**

#### **What is Workforce Planning and why is it important to WDC?**

Workforce planning is a proactive process that seeks to enable the delivery of strategic objectives by identifying and implementing effective people strategies. Workforce planning ensures Council Services are the right shape in terms of composition, structure and purpose, contain the right skills and capabilities, with the right number of employees to achieve goals efficiently and effectively, in the right location, at the right time and within budget. Workforce Planning is about identifying any current and future gaps in the workforce and implementing strategies to effectively close these.

#### **Where we want to be in the future**

For workforce planning to be so embedded at Council and Service level that we are able to effectively forecast and plan for the workforce we require to build for the achievement of our current and future priorities, therefore minimising any known risks. Workforce planning will also be imperative in establishing a workforce which is diverse and reflects our communities.

#### **How we will get there**

By working together we will listen to managers and employee's needs around service delivery and equip managers with the knowledge, support and tools to undertake workforce planning through a planned approach of continuous review and improvement in line with the workforce life cycle and People First Strategy Priorities. By ensuring our data sources are accurate and relevant for effective decision making, we will strive to increase our maturity around data analytics and trend analysis linked to employee life cycle and ensure workforce plans directly link to the achievement of Council priorities.

#### **Workforce Planning**

- Console development
- Improved data analytics
- Automation and continuous improvement of processes
- General workforce planning training and awareness
- Equalities action plan
- Promotion of human centred management
- Culture change

#### **We will know we have succeeded when.....**

Service level workforce plans are putting into place actions which address anticipated workforce gaps in advance and/or at the point of requirement. Services also have built resilience within their workforce to effectively respond to any unplanned demands. Our workforce is diverse, is reflective of our communities and barriers are removed.

**Other ways we will measure success.....**

When our structures are flexible and resilient, our workforce feels engaged in continuous development, ready to meet future demands and we are able to fill our hard to recruit posts from established talent pools with West Dunbartonshire Council seen as an employer of choice.

## Human Resources

### Employee Engagement

#### **What is Employee Engagement and why is it important to WDC?**

Employee engagement is the connection employees feel toward the work they do, their teams, and their organisation. We know that people who are highly engaged tend to be more productive, with reduced absence and employee turnover. At West Dunbartonshire Council, we are passionate about our employees being happy and motivated to achieving their full potential in contributing to organisational and personal success.

#### **Where we want to be in the future**

To have an employee engagement framework that aims to build the right workforce for the future where leaders are adopting a people first approach to building a progressive employee experience for all by demonstrating to employees that they are valued and their contributions are recognised and success is celebrated.

#### **How we will get there**

By listening to our employees we will ensure that there is a structured framework in place to support employee engagement, this will include improved use of Trickle, focus on the development of peer support groups and further embedding the good practice of 1-2-1 discussions, particularly to support front line employees. We will use Trickle and other sources of data to support improvements in people practice.

#### **Building Employee Engagement Framework where people come first**

- Increase usage of Trickle and effective use of trickle data to inform action
- Employee Recognition Awards
- Be the Best Conversations
- Improve People Practice

#### **We will know we have succeeded when.....**

employees are experiencing higher levels of employee engagement and improved usage of Trickle at service/team level.

#### **Other ways we will measure success.....**

demonstrating an improved employee relations environment with a decrease in grievance, disciplinary and stress related cases.

## Meet the Team

### **Victoria Rogers**

Chief Officer

People and Technology

### **Alison McBride**

People and Change Manager

### **Anne McFadden**

Digital Manager

- Richard McLean
- Eleanor Anthony
- Arwen Borris
- Allan Adam
- Russell West
- Brian Fisher
- Robert Sullivan
- Shona Hillhouse

### **Lorraine Mair**

Learning & Development

- Maureen Anderson
- Mark Wrethman

### **Leeanne Galasso**

People & Change Partner Employee Engagement

- Craig Reilly
- Angela Dorrian
- Catherine Hughes
- Susan Corrigan

### **Louise Hastings**

People & Change Partner Employee Wellbeing

- Amanda Jane Way
- Annabel Ferrie
- Claire Murray

### **Lisa MacGregor**

People & Change Partner Workforce Planning

#### **People First**

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- Christine Murray
- Tara Spooner
- Ilene McCollum

### **John Duffy**

People & Change Partner Job Evaluation

- Kirsty Connor