



WEST LANCASHIRE  
BOROUGH COUNCIL

# PEOPLE STRATEGY 2020-2023





## JACQUI SINNOTT-LACEY

Chief Operating Officer



The Our People Strategy and the role of our employees in West Lancashire Borough Council is one of the most fundamental pieces of work that came out of the organisational review on how we could become a more sustainable Council for the future.

This is how we will build our new future together to enable the Council to become an inspiring, dynamic and exciting place to work and where all our employees feel supported to perform to their best and to truly make a difference to our communities and the local economy.

Our people helped to create this Strategy and my vision is that our people are instrumental in owning and implementing it. We have already seen the passion and

drive to make this a meaningful Strategy that can be embraced by all.

So far...

- Almost half of all employees were involved in focus groups and/or one to one discussions to help shape the Strategy.
- A Steering Group with representatives from across the Council has contributed to the final version and action plan.
- Our Ambassadors play a key role in promoting the development of the Strategy and they will continue to do this throughout its implementation.

We have a more detailed action plan outlined in the appendix and

these measurable actions will be led and implemented by our people. We have already started work on some key initiatives such as more agile working, which we hope will help further enhance a flexible work life balance across all teams.

Please take the time to read the Strategy, so everyone can understand how they will contribute and take responsibility for its delivery. We all own this strategy. If there is a key action that anyone would like to contribute towards, we would love to hear from them. Together as a team we can achieve great things. I encourage all staff to speak to their manager about the areas in which they think they can make a difference, to help us achieve an empowering culture with amazing results.



## WHY IS OUR PEOPLE STRATEGY IMPORTANT TO YOU?

As a Council, we are committed to achieving our vision of improving residents' lives and attracting visitors across the borough. We want to be a Council which is ambitious for West Lancashire - our Economy, our Environment and for our Health and Wellbeing. This, Our People Strategy has been developed to attract, retain, value, and develop our people, so our staff perform to the best of their ability and are empowered to provide excellent services

to our citizens, businesses and visitors.

The purpose of this document is to provide our people with an overview of the Strategy's strategic objectives, the actions we are committed to, how we will measure these and the outcomes we plan to achieve. A detailed action plan has been created to underpin the Strategy and to support the delivery of each of our key priority areas.

*“As a Council, we are committed to achieving our vision of improving residents' lives and attracting visitors across the borough.”*



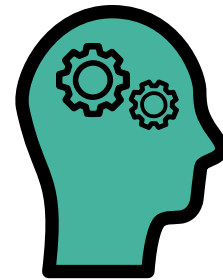


By implementing Our People Strategy by 2023, we will have achieved the following strategic objectives:

**1. EMBED A ONE COUNCIL MINDSET THROUGH CULTURAL TRANSFORMATION**



**2. BECOME A COACHING AND LEARNING ORGANISATION**



**3. TRUST AND EMPOWER OUR STAFF AND CELEBRATE EXCELLENCE**



**4. BE THE EMPLOYER OF CHOICE**





## INTRODUCTION

Our purpose is to be a place that people want to live, work, play and visit. We, the West Lancashire Borough Council, exist to provide services to our residents, businesses and visitors to the borough and our ambition is to improve people's lives in respect of this vision.

Our people are at the heart of this because they are critical to achieving our vision. We perform at our best when we feel supported and valued in what we do. We know we really make a difference to how our customers feel and think about the Council. In short, we know that when we are engaged and supported, our customers are too!

## CONTEXT

The focus of the Our People Strategy is to outline a set of strategic objectives to enable our people to support our major organisational transformation. It integrates with the Council's direction of travel and is underpinned by:

- **Our ambition to create a One Council approach.**
- **Our belief in our people's ability and our organisation's ability to learn and grow.**
- **Our desire to support our people and build their capacity and capability so they can be the best they can be.**

The success of the Council is dependent on our people being fully engaged and committed to driving our cultural transformation. This ensures that we achieve our ambitions for our citizens, businesses, visitors and our people.



## OUR VISION FOR THE OUR PEOPLE STRATEGY

Our vision is to be a high performing, agile, forward thinking, and dynamic Council, and an employer of choice in the UK. We want to attract, retain, and sustain the right talent, and engage and empower our people to be the best that they can be. This is so that we can deliver the highest quality services to our customers, facilitated through effective leadership and a nurturing, learning and vibrant culture.

## OUR MISSION FOR THE OUR PEOPLE STRATEGY

Our mission is to bring our vision for West Lancashire to life, by delivering the outcomes of the Our People Strategy. We want the outcomes to value our people, and provide opportunities for personal development, helping us to achieve our goals through an empowered workforce and the use of digital technology.

## STRATEGIC OBJECTIVES AND OUTCOMES

To enable us to achieve our vision, we have identified four strategic objectives. These will be our focus and will shape the way we work to deliver excellent services. Each objective is underpinned by key actions, a clear outcome, and a list of measurable outcomes. **Please refer to our appendix for a further detailed action plan of each of our strategic objectives.**

# 1.

## EMBED A ONE COUNCIL MINDSET THROUGH CULTURAL TRANSFORMATION

**Objective:** Current and future internal and external challenges demand us to be more resilient, responsive, adaptive, and creative. To deliver the most innovative, creative, and sustainable solutions to our customers, we need to adopt a high performing, agile and One Council mindset. To achieve this, we are committed to the following actions:

### Actions and measurable outcomes

1. We role model our values and behaviours in all that we do. We will do this through courageous conversations that challenge the way we do things. We will celebrate and recognise not just what we achieve but how we go about it.
2. We do what we say we will when we say we will. We will create a high performing culture in everything we do. This will be a culture of accountability where all managers and staff take ownership and we hold ourselves and others to account. We will be clear of what is expected of us and how our individual roles contribute to the overall priorities of the organisation.
3. We value, support, and challenge each other. We will encourage and celebrate collaboration by actively sharing information with each other. We will be one team. We will value our front-line services that play a critical role for West Lancashire Borough Council.
4. We think and act like a business. We will go above and beyond to deliver customer focused solutions that are value for money and sustainable for the future. We will encourage an entrepreneurial spirit and income generation approach.
5. We are creative and innovative. We will be an agile, dynamic, and forward-thinking Council, known nationally for its excellence.
6. We work together to be better. We will enable our services to work collaboratively so that together we can achieve bigger things. We will do this by improving our use of resources, so we are set up in the most effective, agile, and responsive way.

**Outcome:** We are working in an agile, fast-paced, and dynamic manner to collectively achieve our shared ambitions. We live and breathe a working culture that effectively responds to challenges and changing circumstances. We take ownerships for our actions and role model our values and behaviours in everything we do.

### This will be measured by:

- Improved customer satisfaction measured by the Citizen and Stakeholder annual survey with the baseline figure gathered in 2020 improving year on year.
- An annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year.
- Monitoring staff turnover rates against sector specific national averages to ensure consistency with peer groupings.
- Actions Monitored through Service Action Plans to ensure targets are met.

# 2.

## BECOME A COACHING AND LEARNING ORGANISATION

**Objective:** We are committed to becoming a coaching and learning organisation, through building leadership capability and providing the opportunity for every member of staff to be the best that they can be, so we can deliver excellence to our internal and external customers. To achieve this, we are committed to the following actions:

### Actions and measurable outcomes

1. We are all leaders and take responsibility for our actions. We will all role model the mind-set, values, behaviours, and actions of being a leader. We will own our corporate message, understand and be able to explain why we do things. We will invest in our people management skills to create consistency in excellent management at all levels.
2. We embrace a coaching approach. We will become a coaching organisation where we support a coaching approach in our leadership at all levels. We will provide coaching training to all managers. We will create coaching ambassadors to help us understand the value of coaching, promote it, and support other staff to develop this approach.
3. We embed a culture of learning and innovation. We will share ideas and actively seek feedback from others so we can learn and grow. We will view mistakes as a learning opportunity. We will adopt a growth mindset which will allow us to thrive in a fast-paced, agile, and dynamic work environment.
4. We continually review the way we work. We will do this by carrying out monthly 1:1 conversations that address work objectives, resource needs and our personal learning, and development needs as well as our core behaviours as an essential element to how we work. We will be a high-performing organisation, as benchmarked against national standards.
5. We seek to learn from others. We will continuously challenge ourselves to be the best we can by learning from others, both within and outside the Council. We will continually review external best practice and embed where relevant innovative ideas and new ways of doing things.

**Outcome:** We are known as a coaching organisation where we are all role modelling effective leadership behaviours, through adaptive leadership. We are thriving in our roles, with clear, personal growth targets in place. Our managers are building and leading high performing teams, which embrace innovative and creative opportunities that deliver the best outcomes for our customers.

### This will be measured by:

- Improved response rates to the annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year, with the baseline figure gathered in 2020.
- An increased number and variety of available courses.
- Increased Learning and Development activities per head of workforce, including e-learning through monitoring of e-learning records and line manager review of annual appraisals.
- The establishment of 12 Coaching ambassadors and the presence of cascade training throughout the organisation.
- The number of people undertaking apprenticeships is in line with the 2.3% target over 3 years.
- The number of people engaging in mentoring/work shadowing activities increases year on year.



# 3.

## TRUST AND EMPOWER OUR STAFF AND CELEBRATE EXCELLENCE

**Objective:** We are passionate about our people and want an inclusive and enabling culture that is supportive, respectful, and high performing. We want our people to feel valued and recognised. We want to ensure our people are empowered to make decisions and to share ideas. We want to celebrate their great achievements and foster a culture where everyone feels safe to have a say. This sets our people up for success and enables them to provide great quality service to our customers. To achieve this, we are committed to the following actions:

### Actions and measurable outcomes

1. We value and challenge each other. We will create a culture of appreciating, supporting and constructively challenging one another both within and across teams, so we can achieve excellence for our customers.
2. We give and receive constructive feedback. We will use our 1:1 conversations to have meaningful, positive, and action-oriented discussions which empower us to be high performing.
3. We empower each other to fulfil our roles. We will trust one another to do our jobs and ensure levels of decision-making across the organisation enable us to work in the most effective and efficient way. We will feel empowered to share ideas, new perspectives and everyone will feel safe to have their say.
4. We recognise and celebrate success. We will do this within our teams and across all services, through the Team West Lancs and other media. We will bring to life our values and behaviours by celebrating what we do well and how we do it.

**Outcome:** Our staff feel valued, empowered, and motivated to perform at the highest level and deliver high quality services to our customers. We celebrate our achievements. We are known as an outstanding Council, that goes above and beyond for its staff, recognised nationally for its excellence.

### This will be measured by:

- Improved response rates to the annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year, with the baseline figure gathered in 2020.
- Monitoring staff turnover rates against sector specific national averages in ensure consistency with peer groupings.
- Increased Learning and Development activities per head of workforce, including e-learning.
- Increased number of people engaging in mentoring/work shadowing/Volunteering/activities.
- Increased number of Staff willing to get readily involved in ambassador/champion roles.
- Increased number of nominations for awards.
- Measuring the success in applying for external awards, year on year.
- Demonstration of behaviours and people living the Council values, measured through success stories and case studies, catch-up meetings and then promoted in “Team West Lancs” across a range of media.

# 4.

## BE AN EMPLOYER OF CHOICE

**Objective:** Our ambition is to attract, recruit, induct and retain the right people, with the right skills at the right time, that enables succession opportunities through structured career progression. We are committed to providing a wide range of opportunities to every member of staff so our people can flourish, grow and be the best they can be, so they can deliver the highest level of service to our customers. We are also committed to both becoming and branding ourselves as the employer of choice across the country. To achieve this, we will implement the following actions:

### Actions and measurable outcomes

1. We recruit, retain and sustain our talent by investing in them. We will ensure there is a continuity plan in place to support succession across all teams. We will make 'developing our skills for the future' part of how we work by encouraging shadowing opportunities and embedding learning in everything we do.
2. We are recognised for making a positive difference within our local communities. We will do this by providing support for developing work placements for young people. We will also support a steady source of local home-grown talent for our future workforce and we will collaborate with the Department for Work and Pensions on Talent Pool recruitment activities.
3. We celebrate and value our diverse workforce. We will practise a talent management approach that enables us to recruit the best and most diverse talent for our team.
4. We are known as an attractive employer across the country. This will be not only thanks to who we are and the way we work, in an agile and flexible way, but also because of the many benefits we provide (e.g. agile working, car lease scheme, etc.) and the awards we hold.
5. We value the health and wellbeing of our staff. Our staff will feel valued and celebrate a positive work life balance. We will be recognised as an attractive place to work thanks to our many positive health and wellbeing initiatives.

**Outcome:** We recruit, retain, and sustain the highest quality talent. Our people are engaged and committed to achieving a One Council approach and delivering excellence to our internal and external customers. We are regarded as the employer of choice in West Lancashire and beyond.

### This will be measured by:

- Monitoring staff turnover rates against sector specific national averages to ensure consistency with peer groupings.
- Monitoring the responses to an annual staff survey and a 6 monthly staff pulse survey that measures improved participation rates and staff satisfaction year on year.
- A plan of social action in place which is implemented, recorded and evaluated, including work experience, apprenticeships, work placements, etc.
- We will achieve at least one external award, such as Investors in People.
- A workforce profile that is reflective of community.
- The number of people undertaking apprenticeships is in line with the 2.3% target over 3 years.



## CONCLUSION

Our People Strategy has been developed to attract, retain, value, and develop employees of West Lancashire Borough Council. This is so that our people can perform at their absolute best and so that they are empowered to provide excellent services to our customers. This document provides an overview of the Our People Strategy strategic objectives, the actions we are all committed to and the measurable outcomes, so we can measure and celebrate our success, hold each other to account and learn and grow to be an outstanding Council. Please refer to our appendix for our detailed action plan.

Current and future internal and external challenges demand our people to be resilient, adaptive, and creative. The Our People Strategy sets the foundations of an adaptive, forward-thinking, and high performing culture for West Lancs.

By achieving our People Strategy objectives, we are confident we will achieve our vision of attracting, engaging, developing, and empowering our staff to be their best so they can deliver the highest quality services to our customers. We will adopt an agile and One Council mind-set to deliver the most innovative solutions to our customers. We will become a coaching and learning organisation, where we empower our staff to flourish, support and learn from one another. We will become an employer of choice in West Lancs and across the UK.

Thanks to the input and involvement of our people, we have co-created this People Strategy. We are excited about both what we will collectively achieve and who we will become through this plan.