



## SPT's People and Development Strategy 2023-2026

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**Date of meeting** 3 November 2023

**Date of report** 24 October 2023

**Report by Director of Finance & Corporate Support**

### 1. Object of report

The object of this report is to inform the Personnel Committee of the introduction of SPT's People and Development Strategy 2023-2026.

### 2. Background to report

Members will be aware that SPT has well established policies and procedures for equal opportunities, health and wellbeing, learning and development and recruitment and retention of employees.

With the development of the new SPT Corporate Plan 2023-2028, an opportunity to prepare a People and Development Strategy was identified. The People and Development Strategy will be one of a number of strategies which will underpin SPT's Corporate Plan.

### 3. Outline of proposals

As detailed in the attached People and Development Strategy 2023-2026 outlines the current and future actions and delivery plan for the leadership team and managers within SPT to ensure that all employees, irrespective of the roles that they fulfil, are supported to allow them to reach their full potential and have the training, motivation and tools to do their jobs in support of SPT's objectives and to the benefit of the travelling public across our region.

Attached at Appendix 1 is the SPT People and Development Strategy 2023-2026. The strategy is structured as follows:

Foreword

1. Executive Summary
2. Introduction
3. Effective Leadership and Management
4. Sustainable Workforce
5. Health Workforce
6. Equal, Inclusive and Diverse Workforce
7. Engaged and Motivated Workforce

- 8. Our Workforce
- 9. Strategy Action Plan

The Strategy has been shared with the recognised trade unions Unite the Union and Unison.

#### 4. Committee action

The Committee is recommended to note the contents of this report and the introduction of the SPT People and Development Strategy 2023-2026 attached at Appendix 1.

#### 5. Consequences

Policy consequences	<i>The People and Development Strategy 2023-2026 supports the Corporate Plan 2023-2028.</i>
Legal consequences	<i>None directly.</i>
Financial consequences	<i>Management will ensure the necessary financial resources are available to support the development of our workforce.</i>
Personnel consequences	<i>SPT's people and development strategy will ensure that we are able to attract, develop and retain our workforce.</i>
Equalities consequences	<i>SPT's people and development strategy is integral to delivery of our equality actions through the Equality Action Plan and will support an inclusive working environment.</i>
Risk consequences	<i>None directly.</i>
Climate Change, Adaptation & Carbon Consequences	<i>None directly.</i>

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**Title** Director of Finance & Corporate Support

**Name** Valerie Davidson  
**Title** Chief Executive

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Strathclyde Partnership for Transport

# People and Development Strategy

2023-2026

# Contents

- 1. [EXECUTIVE SUMMARY](#).....6
- 2. [INTRODUCTION](#).....6
- 3. [EFFECTIVE LEADERSHIP AND MANAGEMENT](#).....8
- 4. [SUSTAINABLE WORKFORCE](#) .....10
- 5. [HEALTHY WORKFORCE](#) .....12
- 6. [EQUAL, INCLUSIVE AND DIVERSE WORKFORCE](#) .....14
- 7. [ENGAGED AND MOTIVATED WORKFORCE](#).....15
- 8. [OUR WORKFORCE](#).....16
- 9. [STRATEGY ACTION PLAN](#).....17

## Foreword:

Every day, SPT serves the people of Strathclyde through the provision of transport services and infrastructure which helps them go about their daily business in a sustainable way. In turn, the people we employ must have the right skills, commitment and support to do that to best effect.

SPT's People and Development Strategy 2023-2026 outlines the current and future actions and delivery plan for the leadership team and managers within SPT to ensure that all employees, irrespective of the roles that they fulfil, are supported to allow them to reach their full potential and have the training, motivation and tools to do their jobs in support of SPT's objectives and to the benefit of the travelling public across our region.

SPT already has a strong and dedicated staff, ensuring the services we provide are the best they can be. The Strategy Group is fully committed to the delivery of our People and Development Strategy, and will ensure the time, resources and support are in place to make it happen. The people of the west of Scotland deserve the best transport, and to do that we need to continue to have the best staff. This Strategy reinforces our commitment to that, and we look forward to working with you in its delivery.

SPT's People and Development Strategy 2023-2026 outlines the current and future actions and delivery plan for the leadership team and managers within SPT to ensure that all employees, irrespective of the roles that they fulfil, are supported to allow them to reach their full potential and have the skills, training, motivation and tools to do their jobs in support of SPT's objectives and to the benefit of the travelling public in the west of Scotland.

SPT's Strategy Group is fully committed to the delivery of its People and Development Strategy.

<b>Valerie Davidson</b>	<b>Neil Wylie</b>	<b>Gordon Dickson</b>	<b>Bruce Kiloh</b>
Chief Executive	Director of Finance & Corporate Support	Head of Bus Strategy & Delivery	Head of Policy & Planning

## 1. EXECUTIVE SUMMARY

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership for the west of Scotland, established by the Transport (Scotland) Act 2005. SPT has an area covering 11 full council areas and part of one other, with a population of circa 2.14 million people. SPT has a wide range of responsibilities, including development of the statutory Regional Transport Strategy; operation of the Glasgow Subway and bus stations including the biggest in Scotland, Buchanan Bus Station; project development and delivery; delivery of socially necessary bus services and Demand Responsive Transport (MyBus); schools transport; ticketing; bus stops and shelters; plus much more. Further information on SPT's current activities is available at [www.spt.co.uk](http://www.spt.co.uk).

SPT's organisational vision is to ensure ““The west of Scotland will be an attractive, resilient and well-connected place with active, liveable communities and accessible, vibrant centres facilitated by high quality, sustainable and low carbon transport shaped by the needs of all.” SPT wants to ensure that we recognise the important contribution of all of our staff to deliver our services and provide them with the skills, training, support, motivation and tools to do the job and our people vision is “To create an inclusive working environment where all staff can reach their full potential.”

## 2. INTRODUCTION

The principal aim of this strategy is to ensure that SPT has processes, procedures and systems designed and in place and implemented across the organisation to enable us to deliver our people and development goal of creating an inclusive working environment where all of our staff can reach their full potential while feeling supported, safe and valued. SPT will deliver this vision through a planned and systematic approach to improve organisational performance through its people. This will be delivered through aligning strategy, people and process. By doing so this will ensure our ongoing sustainability and future success for the people of the west of Scotland.

This strategy will enable an organisational approach to the support and management of our people. It will enable a culture shift which will empower our people to deliver high levels of customer service to internal and external stakeholders and be effective, efficient, capable and confident. To deliver this, SPT will continue to take forward action at three levels – organisational, team and individual in support of SPT's Interim Corporate Plan 2022-2023 of “ensuring organisational effectiveness” and “being the best we can be”.

Through this strategy SPT will be able to deliver transformational change and create a forward- looking agile organisation. Our focus will be on enabling a positive and supportive culture lived through our values and behaviours – openness, transparency and honesty, both individually and collectively, treating customers and colleagues how we expect to be treated and respecting alternative views, without fear or favour, along with a commitment to improving our structures, systems, skills and leadership capability. All of this will enable SPT’s vision of ““The west of Scotland will be an attractive, resilient and well-connected place with active, liveable communities and accessible, vibrant centres facilitated by high quality, sustainable and low carbon transport shaped by the needs of all” as well as be a great place to work and become an employer of choice.



The purpose of this document is to set out in detail SPT’s intentions in each area of the People and Development Strategy – Effective Leadership and Management, Sustainable Workforce, Health Workforce, Equal, Inclusive and Diverse Workforce, Engaged and Motivated Workforce including examples of current and future actions. These examples or not exhaustive. All areas are supported by SPT’s policies, procedures and guidance documents which can be found on the intranet at <http://spt.intranet.uk/library/policies-guidance/>

### **3. EFFECTIVE LEADERSHIP AND MANAGEMENT**

It is SPT's intention to:

- Ensure that all existing leaders and managers carry out their duties to the highest standards and in line with the following key principles – duty, selflessness, integrity, objectivity, accountability, openness, honesty, leadership and respect;
- Ensure that all existing and future leaders and managers develop their skills and knowledge by providing everyone with opportunities for continuous learning and development enabling them to become confident and resilient managers;
- Encourage our leaders and managers to better embrace change and be open to exploring new ways of working including the use of new and/or different technology;
- Ensure our leaders and managers work collaboratively across the organisation with internal colleagues and outwith the organisation with external stakeholders to build strong and effective relationships and ensure effective teamwork, knowledge transfer, sharing of best practice and excellent customer service;
- Develop succession planning that identifies future leaders and managers within the organisation.



#### Examples of current action

We have:

- Established a suite of in-house modules for managers covering Governance, Finance, Procurement and a range of HR processes.
- Run a number of in-house briefing sessions to provide managers with a better understanding of our systems and processes e.g. Finance for Non-Finance Managers and Managing Absence.
- Supported a number of staff and managers through Business Improvement programmes to manage change programmes within their own teams.
- Equipped managers with a greater understanding of equality, diversity and inclusivity by delivering workshops on Unconscious Bias, Age Inclusion as well as Managing Employees Mental Health.

#### Examples of future action

We will:

- Continue to review and develop our in-house modules benchmarking against external best practice e.g. with ACAS.
- Continue to run our in-house briefing sessions for newly promoted and new managers.
- Develop a succession planning matrix by identifying SPT's significant business challenges in the next 1 - 3 years, identify critical or key positions for business continuity and for which succession planning is necessary, identify the competencies, skills and knowledge required for these roles, consider succession options, create a development plan and monitor progress.
- Monitor performance against agreed objectives.

#### 4. SUSTAINABLE WORKFORCE

What is a sustainable workforce? A sustainable workforce is one where the work environment is caring and supports employee wellbeing. Employees are not seen as primarily resources that can be deployed (and depleted) to service employers' economic ends. Their skills, talent and energies are not overused or overly depleted.

It is SPT's strategic intention to:

- Ensure that we have the right number of people with the right skills, behaviours and shared values to drive forward SPT's organisational vision;
- Ensure that we provide a working environment where staff feel highly motivated and consistently perform their roles to a high standard in order to retain their skills and attract future talent;
- Ensure career progression through development of our staff;
- Ensure that our staff are confident with the introduction of new systems or changes to existing ways of working;
- Provide opportunities for apprenticeships and graduates;
- Better manage the retirement and loss of key post holders as part of succession planning;
- Continue to work constructively with our Trade Unions and ensure we work together for the benefit of our staff and customers;
- Continue to benchmark ourselves against other organisations to ensure best practice.

### Examples of current action

We have:

- Developed and rolled out personal development plans for our staff.
- Introduced development opportunities such as mature apprenticeships for staff to develop their skills in other roles.
- Provided financial assistance to support further education requests.
- Training weeks for our customer-facing staff in Subway to ensure that they are equipped to perform their roles to a high standard including essential skills such as first aid and defib training.
- Identified opportunities through business improvement programmes to change existing ways of working and implement new systems.
- Established a calendar of Information & Consultation of Employees (ICE) Meetings with Unison and Unite in Maintenance and Operations.

### Examples of future action

We will:

- Review personal development plans to identify areas for personal and career development and succession planning.
- Continue to identify opportunities for apprenticeship and graduate programmes.
- Develop a succession planning matrix by identifying SPT's significant business challenges in the next 1 - 3 years, identify critical or key positions for business continuity and for which succession planning is necessary, identify the competencies, skills and knowledge requires for these roles, consider succession options, create a development plan and monitor progress.
- Ensure that we promote the availability of Planning for Retirement Courses which will allow our employees to make informed decisions.

## 5. HEALTHY WORKFORCE

It is SPT's intention to:

- Support all staffs' health and wellbeing through access to our Employee Assistance Programme which provides a range of services including face-to-face/video/telephone or e-counselling, an Online and App based wellbeing tools and legal and debt support.
- Ensure all Managers/Supervisors are briefed on the management of sickness absence.
- Ensure all Managers/Supervisors are briefed on supporting mental health at work including Individual Stress Risk Assessments and Wellness Plans.
- Monitor staff wellbeing by ensuring mandatory health screening and medical assessments.
- Continually monitor sickness absence levels and the most common reasons for absence to identify any underlying reasons requiring specific support actions.
- Train volunteer First Aiders.
- Train volunteer Mental Health First Aiders.
- Offer a free annual flu vaccination programme.

#### Examples of current action

We have:

- Access to our Employee Assistance Programme for all employees including an online portal with access to stress management tools, health advice and information, financial advice and debt management and legal advice.
- Annual health assessments for our staff who work night shift.
- Annual health assessments for our staff who use maintenance tools and equipment to check for hand/arm vibration.
- Annual flu vaccination programme.
- Safety critical medicals at regulatory intervals.
- Introduced Individual Stress Risk Assessments.
- Introduced Wellness Action Plans.

#### Examples of future action

We will:

- Continue to support our Managers/Supervisors by ensuring that they are briefed and equipped to manage sickness absence including absence related to mental health through Individual Stress Risk Assessments and Wellness Action Plans.
- Ensure our Managers/Supervisors are trained in having difficult conversations with employees to enable them to support our employees.
- Review and monitor the number of trained First Aiders across the organisation, and offer refresher training every 3 years.
- Review and monitor the number of trained Mental Health First Aiders across the organisation, and offer refresher training every 3 years.

## 6. EQUAL, INCLUSIVE AND DIVERSE WORKFORCE

It is SPT's intention to:

- Ensure that we deliver our Equality Actions through the Equality Action Plan and the Equality Group;
- Strive to improve our organisational diversity;
- Ensure our recruitment and selection processes are in line with our commitment to equality of opportunity for everyone;
- Ensure career progression through development of our staff in line with our commitment to equality of opportunity for everyone;
- Remove the possibility of unconscious bias through our use of 'blind recruitment';

### Examples of current action

We have:

- An in-house Equality, Diversity & Inclusion module which is mandatory for all new employees.
- Trained Managers/Supervisors on unconscious bias.
- Introduced 'blind recruitment'.
- Worked with Equate to review our adverts to attract more female applicants to particular roles.
- Review and maintenance of an Equality Action Plan.

### Examples of future action

We will:

- Review the effectiveness of 'blind recruitment'.
- Review the quantity and quality of applications for SPT roles.
- Report bi-annually on our equality and diversity profile.
- Report bi-annually on our gender pay gap including disability and ethnicity pay gaps.
- Ensure everyone attends awareness sessions related to any of the protected characteristics.
- Introduce workshops on Age Inclusion, Unconscious Bias and Managing Neurodiversity in the Workplace as part of a suite of learning for Managers/Supervisors.

## 7. ENGAGED AND MOTIVATED WORKFORCE

It is SPT's intention to:

- Ensure our staff feel supported, valued and equipped to undertake their roles more effectively and with confidence;
- Ensure our staff have access to effective training and development throughout their careers;
- Ensure there is an opportunity for two-way discussion and feedback to ensure our staff are listened to and supported;
- Encourage our staff to come forward with ideas and suggestions on how to improve our services.

### Examples of current action

We have:

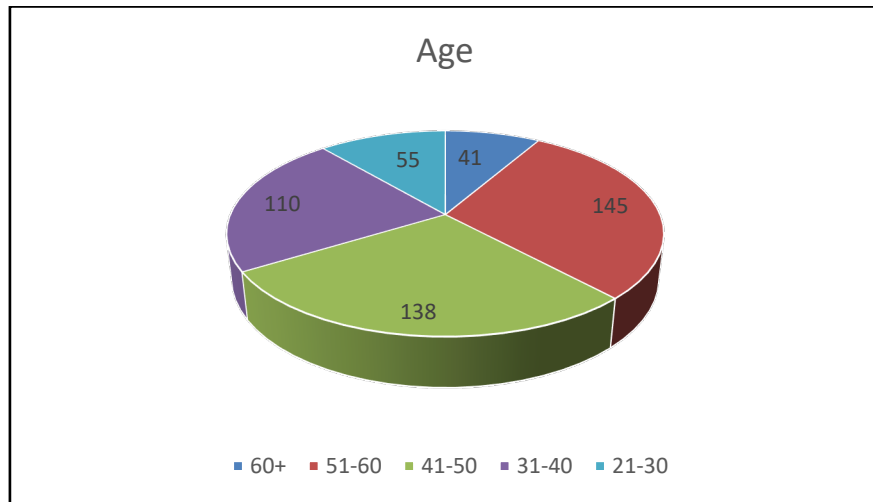
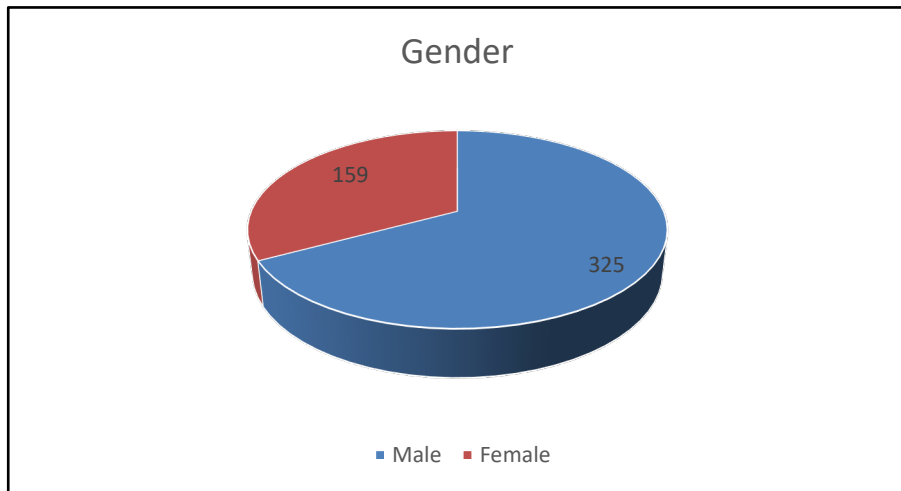
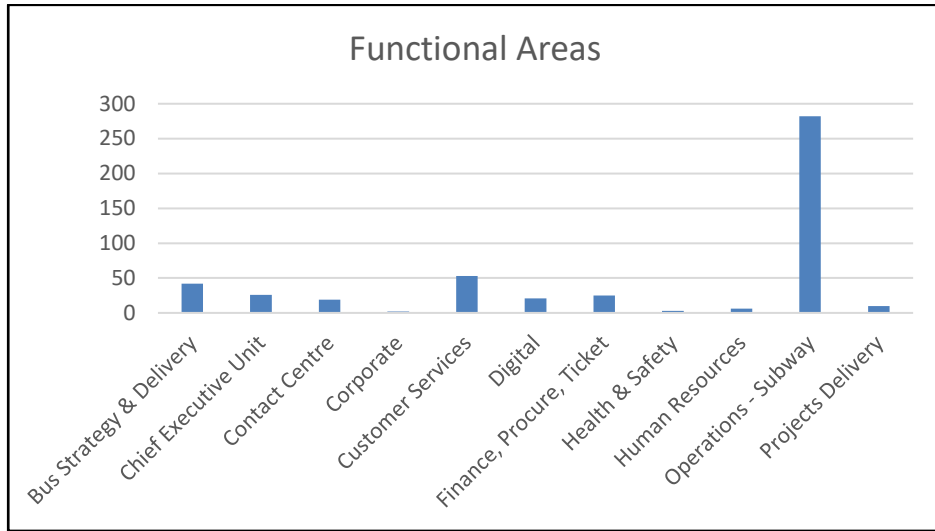
- Introduced a temporary hybrid working arrangement to allow staff flexibility and work-life balance.
- A Learning & Development Group to uphold the commitment of SPT to support the development of its workforce.
- Ensured that our staff are trained in new technology and are confident with the introduction of new systems or changes to existing ways of working.
- Working constructively and together with our Trade Unions for the benefit of our staff.
- Provided an avenue for staff engagement through Personal Development Planning (PDP) discussions.
- Created a staff council working group to action any raised concerns.

### Examples of future action

We will:

- Ensure that our HR policies and procedures are continually reviewed and updated to ensure they reflect current legislation and best practice.
- Introduce HR21 – a self-service system for employees to manage their personal details and holidays.
- Review the reasons for resignations from SPT and consider if there are any areas for improvement.
- Continue to work constructively with our Trade Unions.
- Introduce a Staff Suggestion Scheme to ensure our employees receive recognition for their ideas to improve the business.

**8. OUR WORKFORCE**





## 9. STRATEGY ACTION PLAN

Objective	Planned Action	Implementation Timescale
Effective Leadership and Management	<p>Review and develop our in-house briefing sessions and training modules.</p> <p>Run our in-house briefing sessions and training modules for newly promoted and new managers.</p> <p>Develop a succession planning matrix.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>March 2024</p>
Sustainable Workforce	<p>Review personal development plans to identify areas for personal and career development and succession planning.</p> <p>Continue to identify opportunities for apprenticeship and graduate programmes.</p>	<p>Ongoing</p> <p>Ongoing</p>
Healthy Workforce	<p>Ensure our Managers/Supervisors are briefed and trained to manage sickness absence including mental health.</p> <p>Annual Flu Vaccination Programme.</p> <p>Monitor the number of trained First Aiders and offer refresher training every 3 years.</p> <p>Monitor the number of trained Mental Health First Aiders and offer refresher training every 3 years.</p> <p>Expand our staff wellbeing programme to meet evolving needs.</p>	<p>Ongoing</p> <p>October 2023/Annually</p> <p>Annual</p> <p>Annual</p> <p>Ongoing</p>
Equal, Inclusive and Diverse Workforce	<p>Report on our equality and diversity profile.</p> <p>Report on our gender pay gap including disability and ethnicity pay gaps.</p> <p>Review outcomes from bi-annual equality, diversity and gender pay gap exercises to identify areas for improvement.</p>	<p>March 2023/Bi-annually</p> <p>March 2023/Bi-annually</p> <p>March 2023/Bi-annually</p>

	Continue with workshops on relevant topics including Age Inclusion, Unconscious Bias and Managing Neurodiversity in the Workplace.	
Engaged and Motivated Workforce	<p>Review our business systems to provide a self-service system for employees to manage their personal details and holidays.</p> <p>Review reasons for resignations from SPT and identify any areas for improvement.</p> <p>Monitor staff turnover statistics and exit interview feedback to identify any areas for improvement.</p> <p>Work constructively with our Trade Unions.</p> <p>Introduce a Staff Suggestion Scheme to ensure our employees receive recognition.</p>	<p>September 2024</p> <p>Ongoing</p> <p>Ongoing</p> <p>March 2024</p>