

ScotRail Organisational Development Strategy 2018 - 2021



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Introduction

Abellio ScotRail are committed to “building the best railway Scotland’s ever had’ as part of a UK rail investment programme supported by an investment of c.£3bn in new fleet and infrastructure.

As we look forward, we have strong aspirations to further improve on our operational and commercial performance. This can only be achieved by maintaining our current passenger flows and enticing new customers onto our trains. Critical to this is an improvement in operational performance, punctuality and reliability. We also need to transform the organisation and maintain a focus on quality and continuous improvement. Our staff are at the heart of our business and we are committed to ensuring our workforce is well planned, and has the agility to adapt to the evolving demands of customers and stakeholders.

To support our business plan, we need to be smart in terms of our investment decisions. This will involve the appropriate management of risks and opportunities. It will require adapting to changing customer behaviour, investment in our customer service, operational and support functions. It will also include investment and development in new systems and processes that work towards our vision to make “every journey effortless’ and to ensure our customers and staff are able to be “home safe every day”.

We recognise the important contribution our staff make to deliver our service and so we need to empower them to make decisions and provide them with the tools to do the job. It is important that we reward achievement, enable promotion and invest in training and development.

We recognise the important role our leaders and managers play across the organisation. To achieve our vision and mission, it is important that the capacity and capability of our leaders and managers is improved.

Our leaders and managers need to be inspirational, are visible across the organisation and able to drive efficiency and effectiveness.

All this requires us to better align our people objectives with our strategic objectives and for our values to be embedded across the organisation. This will enable us to demonstrate the importance of our people to service delivery and help us achieve external recognition through Investors in People and Investors in Diversity.

To do so, our people need to understand and be passionate about our business and be involved in planning, delivery, are innovative and support continuous improvement.

In addition, we need to maximise the potential of the diverse range of people we currently employ whilst continuing to seek out high calibre candidates from a diverse range of backgrounds to join ScotRail.

To achieve all of this, we must aspire to make our organisation a ‘great place to work’, attract and retain people that are representative of the communities we serve and become an ‘employer of choice’.

We believe that there is strength in being part of the growing Abellio family in the UK and through building relationships with other train operating companies within the Group and beyond. Through these relationships it will be important to share best practice, look for further collaboration opportunities and for ScotRail to become a leading and influential voice across the Abellio group. This will strengthen our ability to deliver on our mission and vision, and will help us to become a world class train operating company as well as the best railway Scotland’s ever had.

Organisational Development

Our organisational development strategy enables a planned and systematic approach to improve organisational performance through our people. This will be achieved through aligning strategy, people and process.

This strategy enables a 'whole' organisation approach to the management of our people. It will enable a culture shift which will empower our people to deliver high levels of customer satisfaction and for the organisation to be effective, efficient, capable and confident. To achieve this, the organisation will take forward action at three levels:

- Organisational
- Team
- Individual

Through this framework we are able to deliver further transformational change and create a forward looking agile organisation. The focus will be on enabling a positive and supportive culture lived through our values along with a commitment to improving our structures, systems, skills and leadership capability. Together, this will enable ScotRail to be a great place to work and to become 'an employer of choice.'
Enabling the Vision of "Every journey made effortless" and the mission to "Build the best Railway Scotland's ever had".



Our Vision and Values

Our values define the way we work. We work most effectively when we are motivated by a common set of shared values, which are reflected in the attitudes and behaviours of our staff. We will promote, and encourage all our colleagues to adopt and work to our values within the context of our refreshed vision, mission and guiding principle:

Vision:

Vision

- Every journey made effortless

Mission

- Building the best Railway Scotlands' ever had

Guiding Principle

- Safe home every day

Values:

Customer-Driven

- Everyday, we have the power to make - or break - someone's day. When you consider; "how would this person like to be treated right now" and act upon it, everything gets better.

Collaborative

- No one person is greater than all of us. We get better when we share what we know. We will improve our communications continually. Talk is work.

Encouraging

- We all do better with others alongside us. We will cultivate a culture of encouragement together.

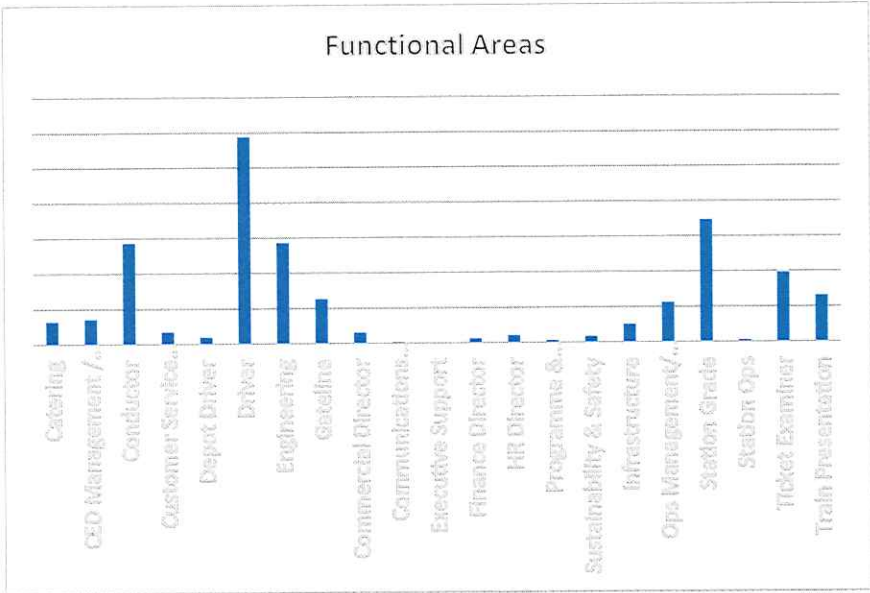
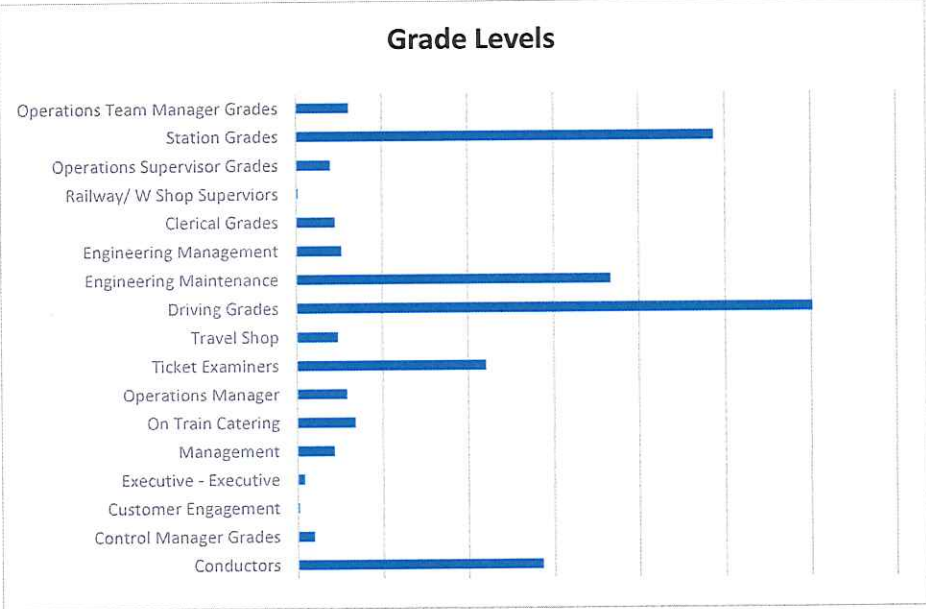
Honest

- We always tell the truth, whilst being considerate of others. Colleagues deserve honesty, customers welcome it.

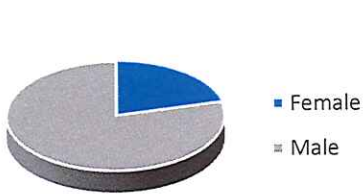
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- Going beyond our traditional way of thinking or stepping out of our comfort zone to make things better for our customers or our colleagues. We can do it in small ways and bigger ways everyday.

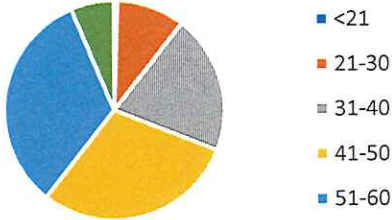
Our Workforce (Numbers/ Profile)



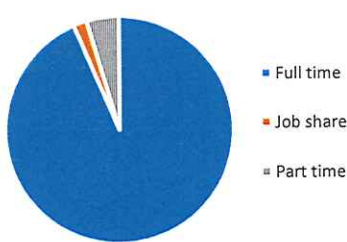
Gender



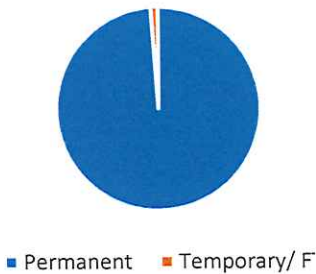
Age



Contract Basis



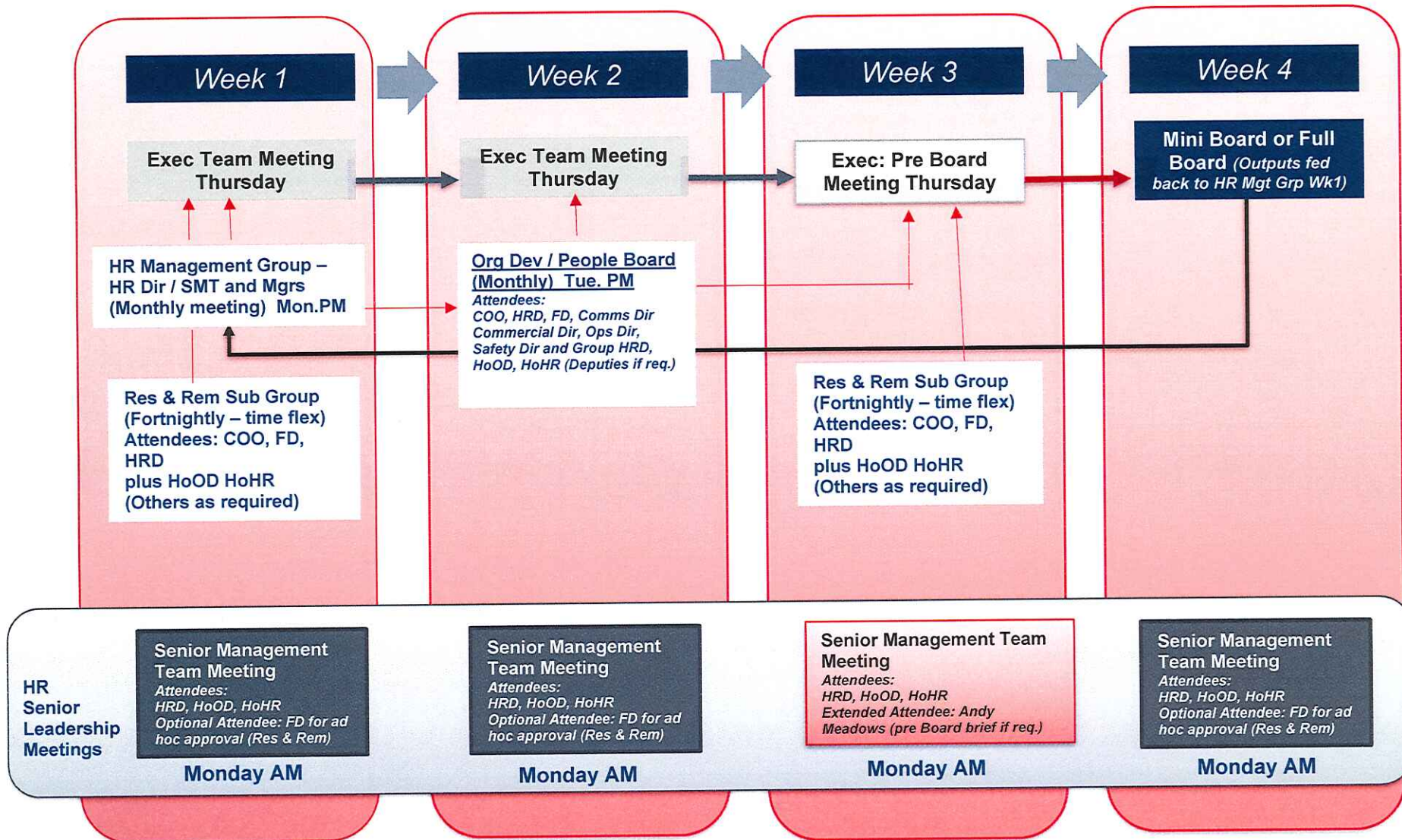
Contract Type



Workforce at 4 March 2018

Governance Structure

The governance, meeting rhythm and reporting will flow as illustrated



Our Approach

We will deliver this strategy through ensuring that we build a dynamic, flexible and resilient workforce. One that goes the extra mile to support our customers through living our values and behaviours. We will develop visible leaders and managers, receptive and responsive to creativity and innovation. We will encourage a coaching culture and empower our staff to make decisions without fear of reprimand, where mistakes are lessons learned shared by all. We will create an environment of collaboration and inclusiveness, responding positively to constructive and honest feedback from staff and customers. We will be decisive in future action planning to deliver continuous improvement.

We will seek to become an agile organisation, embracing technology, committed to breaking down silos, encouraging collaboration, and building organisational resilience. We will work hard to provide a constructive, supportive and safe culture and commit to promoting equality and diversity, and access for all. We will provide opportunities for apprenticeships, internships and graduates, and provide facilities to local charities. We will strive to create opportunity for progression, recognise and reward contribution but will also hold people to account for the successful delivery of our strategic and operational commitments. We will deploy modern recruitment practises that ensure we are attracting high quality candidates to join our organisation. We recognise that to 'make every journey effortless' will require our people to be engaged and be passionate about delivering the highest quality customer service. We are committed to improving our internal communications through communicating the right message, at the right time to the right people. Creating opportunities for two-way discussion and feedback so our people feel listened to and supported. We will strive for openness and honesty, communicating information that is relevant,

accessible and timely to improve trust and confidence. We will create people champions and forums to better engage our people on key business issues. We will provide staff with the tools and equipment to carry out their role safely and effectively. We will work constructively with our Trade Unions so we are aligned as to the reasons we are taking the action we are and work with them to find solutions to any barriers to positive progress on behalf of "Scotland's Railway". We will continue to work closely with Transport Scotland and all other stakeholders to demonstrate our commitment to "building the best railway Scotland's ever had".



Our priorities for 2018 – 2020

Priorities	What outputs will the priority deliver	What will the primary benefits be?	What change will this realise?	What will happen if we don't deliver?	Impact
Future Workforce	A fit for purpose organisation designed and deployed to support the best railway Scotland has ever had	Enhanced profitability through improved productivity and customer service, increased revenue and reduction in cost	Improved attraction, recruitment, management and engagement of people to improve customer experience and to maximise profitability	Operating costs, workforce profile, and deployment model will diminish profitability and viability of the business negatively impacting on customer service	All of this will impact on our people, customers, our reputation and brand.
Leadership and Management	Inspirational and capable leaders, and highly effective managers working more collaboratively and inspiring performance excellence	Clarity of purpose, vision and values with leaders and managers visible and accountable	Inspirational leaders and managers enabling the vision, mission and improvements to customer experience	Have a siloed, reactive, and tactical approach to leading and managing our people, and the business; our people are less engaged	
Sustainable Organisation	A positive culture with a healthy, well governed organisation with effective systems and processes	An efficient business, appropriately governed through effortless decision making and strong employee engagement	Engaged and motivated employees delivering better customer service through increased productivity	Disengaged and demotivated employees not supporting our customers leading to reputational damage	
Learning and Development	A highly skilled, capable and agile organisation able to capitalise on the significant investment in Scotland's Railway	Employees skilled to deliver on behalf of our customers and colleagues	Increased skills base and professionalisation of the workforce for the present and the future	Inability to transform Scotland's railways through lack of necessary skills and capability	

1. Best Workforce

Outcome

Our workforce aligns with business need; is agile and increasingly diverse

We will create a flexible, balanced and diverse workforce through a strong employer brand, and effective workforce planning and deployment to improve organisational effectiveness and to deliver outstanding customer service.

We will:

- Develop and implement a workforce planning model to ensure our people have the right skills, at the right time in the right place
- Create a employer brand underpinned by modern recruitment practices
- Review and update policy on workforce deployment and abstraction management to ensure workforce efficiency
- Create and implement an equality and inclusion strategy to enable a balanced and inclusive workforce
- Develop an employee proposition that responds to the needs of the organisation
- Review our Early Careers strategy to maximize access to talent

We will achieve this through:

- Delivering a workforce planning model aligned to organisational objectives
- Effectively planning our approach to workforce deployment, rostering and abstraction to ensure effective planning
- Reviewing and updating the recruitment processes to enable the recruitment of 'the best talent' and opportunities for apprentices, graduates and internships
- Reviewing and updating our retention policy to ensure retention of talent
- Delivering equality and diversity policies to improve equality of access and inclusion for all