

PERTH AND KINROSS COUNCIL

Scrutiny & Performance Committee

21 September 2022

**CORPORATE WORKFORCE PLAN 2021-23
PROGRESS REPORT**

Report by Corporate Human Resources Manager
(Report No. 22/231)

1. PURPOSE

This report provides an update on the progress of the implementation of the Council's Corporate Workforce Plan 2021-23.

2. RECOMMENDATIONS

2.1 It is recommended that the Committee:

- (i) notes the progress made in implementing the Corporate Workforce Plan 2021-23.
- (ii) notes the requirement to review and agree a new Corporate Workforce Plan in 2023 which will support the ongoing resourcing requirements and those arising from the Transformation and Change Programme and Corporate Plan.

3. STRUCTURE OF THE REPORT

3.1 This report is structured over the following sections:

- Section 4: Background
- Section 5: Current Position/Update
- Conclusion

4. BACKGROUND

The [Corporate Workforce Plan 2021-2023](#) was approved at the Strategic Policy & Resources Committee on 2 June 2021.

The plan sets out the Council's vision to ensure that we have a workforce that supports the delivery of our ambitions for the future. It is set around three key themes – Building in Agility, Evolving Our Talent and Refreshing Our Employment Offer.

The pandemic caused unprecedented upheaval but our people rose to the challenges it posed, showing their commitment, skills, agility and the local government workforce at its best, working with our communities and alongside our partners to assist our citizens and local businesses.

A commitment was given to provide an annual progress report to the Scrutiny Committee.

5. CURRENT POSITION/UPDATE

All of the actions in the Corporate Workforce Plan are important, however, in a rapidly changing landscape, priority is being given to those which we believe will have the greatest impact. Significant factors that currently and will continue to influence the corporate workforce plan include:

- A dramatically changed labour market since the onset of the pandemic in early 2020. Pre-existing skill shortages have been exacerbated by a combination of both Covid and EU Exit, resulting in an increase in demand for some roles. This is particularly notable in those occupations where there is a lack of understanding of the nature of the roles often created by media reporting both before and during the pandemic. More effective and attractive recruitment adverts are being developed and promoted through social media platforms. These are highlighting the opportunities for personal reward and social contribution e.g. in social care roles as well as selling the valued terms and conditions of working in local government such as flexible working and pension schemes.
- A tightening labour market has resulted in greater competition between public to public and public to private sectors beyond those occupations traditionally impacted such as social care. There are recruitment and retention difficulties in each Council Service related to a lack of supply generally across the labour market in Scotland. The impact is being seen across a range of technical and professional roles e.g. planning enforcement, certain subject teaching roles e.g. Home Economics, HGV mechanics, audit, property and engineering. Factors other than pay levels are contributing e.g. the availability of hybrid working has made roles outwith a traditional daily commute radius more attractive to candidates who may previously have been limited in their geographical search as a result of commuting costs, family commitments etc.,
- A shift in personal priorities arising from the pandemic, with some employees choosing to retire or optimising the benefits of flexibility through hybrid working to explore job opportunities further afield.
- The need to continue to support the health and wellbeing of our current workforce with some teams experiencing additional pressure because of unfilled vacancies as well as increased workloads.
- A challenging local housing market with a lack of rental properties and properties for sale moving very quickly and usually for over market value, is a further challenge in attracting suitable candidates for vacancies which require on-site attendance or who are looking to move to Perth and Kinross as part of a lifestyle change.

Our Corporate Workforce Plan needs to be sufficiently agile to respond to internal Council change too, including:

- Ensuring enablers are in place to support the new ways of working associated with the developments arising from the Transformation and Change programme
- The evolving [Perth and Kinross Offer](#) and how this is weaved throughout our people policies and resources to support attracting and retaining people with the right skills, knowledge and experience.
- Implementation of the Corporate Plan 2022-27

The Corporate Workforce Plan is structured around three areas of work – Building In Agility, Evolving Our Talent, Refreshing Our Employment Offer. A progress update for these key priorities is provided in Appendix 1. In order to address the changing recruitment environment and the challenge of increased competition for potential applicants, there has been a focus on progressing actions which will refresh our employment offer to ensure that we :

- Promote the benefits of living and working in Perth and Kinross
- Explain to candidates the objectives of Perth and Kinross Council and the opportunity that employees have to contribute to that
- Describe the individual career opportunities that exist in a positive and accessible manner
- Support candidates through the application journey in a way that encourages their participation and creates a positive perception of the value that Perth and Kinross Council places on its employees

3. CONCLUSION

Workforce planning is a vital part of ensuring the correct mix of people and skills is available to match the service delivery requirements of the Council.

Continuing to adopt an effective and consistent approach to workforce and succession planning will enable us to provide versatile people solutions to support the future strategic direction of the organisation.

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