

## PERTH AND KINROSS COUNCIL

Strategic Policy and Resources Committee – 17 April 2013

## PERTH AND KINROSS COUNCIL CORPORATE WORKFORCE PLAN 2013-18

Joint Report by Depute Director of Housing &amp; Community Care and Head of Human Resources

**ABSTRACT**

This report presents the Perth and Kinross Council Corporate Workforce Plan for the period 2013-18. The report provides an analysis of the context and key workforce planning challenges facing the Council over the next 5 years. An action plan has been developed under a number of themes which provide corporate leadership on our approach to workforce planning in response to transformation of services, public sector reform and modernisation of working practices.

**1. RECOMMENDATION**

- 1.1 It is recommended that the Committee approves the Workforce Plan 2013-2018 which is attached as Appendix 1 to this report.
- 1.2 Progress on workforce planning actions will be reported through the annual report on “Securing Our Future Through Our People”.

**2. BACKGROUND**

- 2.1 Workforce planning is about ensuring that an organisation has “*the right people with the right skills in the right place at the right time*”. This is crucial for both efficient and effective service delivery, ensuring the Council has a balanced and well-developed workforce and that the organisation has plans in place to address issues.
- 2.2 Workforce planning is particularly critical at this time as public service organisations resize and reshape to deal with reductions in funding, the economy, government policy and other factors which influence service demand, such as demographics.
- 2.3 Following feedback on the Audit of Best Value and Community Planning, the Council’s first Corporate Workforce Plan was developed to cover the period 2009 to 2012. In 2011 a review of progress highlighted the need to reassess the Council’s workforce requirements and to realign the Plan with emerging Council priorities.
- 2.4 The Council’s Workforce Planning process continues to evolve as links are strengthened to service planning, financial planning and asset planning.
- 2.5 The Council Workforce Plan will inform a review of the objectives set out in ‘Our People Strategy (2010-2015)’, and support the Council’s transformation approach as set out in ‘Securing the Future – Towards 2015 and Beyond’.

### **3. PERTH AND KINROSS COUNCIL WORKFORCE PLAN 2013-18.**

- 3.1 The Council's 'Our People Strategy 2010-2015' strongly recognises that people are at the heart of all we do. Our People Strategy has four key objectives which are to reshape the workforce, promote adaptability and new ways of working, enhance capacity and performance and develop talent within our workforce.
- 3.2 Workforce costs presently account for 59% of the Council's overall net expenditure and consequently workforce planning has never been more important to the Council as it continues to deliver essential services to its customers in a climate of significant financial constraint. Over the next 5 years the organisation will have to review and transform delivery models and working practices and also improve collaborative arrangements to deliver the Community Planning Partnerships Single Outcome Agreement 2012-2017.
- 3.3 To deliver our strategic objectives and local outcomes, Perth & Kinross Council recognises that it is essential to have the right workforce with the right talent, skills and experience in the right place at the right time. Implementation of the proposals contained within the Council's Workforce Plan will support this.
- 3.4 The Council's Workforce Planning process is driven by the Corporate Plan, the Medium Term Financial Plan, and a modernisation of service delivery and working practices. Services' Business Management and Improvement Plans will include the detailed information and actions required to deliver workforce planning priorities.
- 3.5 In light of the current longer-term economic forecasts further reductions in workforce numbers will be required and the Council is working on a range of initiatives focused on the use of technology, partnerships, sharing of premises and the development of modern ways of working. The Council will also continue to apply rigorous vacancy management and workforce management measures to reduce its headcount over the next 3 years and ensure that every effort is made to minimise redundancies. From a financial planning perspective the financial settlement means approximately a 1.1% real terms reduction in funding in financial year 2013/14 and 2% in 2014/15.
- 3.6 The Council Workforce Plan identifies the key workforce planning issues facing the Council over the next three years, outlines existing initiatives which are addressing these issues and proposes additional actions that will be required to address future challenges in these areas. The actions are categorised under the key themes of:
- Workforce Numbers
  - Reshaping and Transformation
  - Gender
  - Age
  - Vacancies and Turnover
  - Peripheral Workforce/Short Term Resourcing
  - Workforce Development/Employee Engagement

- 3.7 The Council's Corporate Management Group (CMG) will have responsibility for the strategic direction and the development of workforce planning as part of their corporate responsibility for Workforce, Asset and Financial Planning. The CMG will also have responsibility for the prioritisation, monitoring and review of the Council Workforce Plan 2013-18.
- 3.8 The review of the Council's Our People Strategy will be prioritised on the basis of the issues and actions identified within this plan.
- 3.9 Workforce planning priorities will also be integrated into each Service's Business Management and Improvement Plan and team plans and will be monitored by the Service's Senior Management Team.

#### **4. CONSULTATION**

- 4.1 In preparation of this report Human Resources Management Team, the Council's Corporate Resources and Corporate Management Groups, and the Modernising Governance Member/Officer Working Group have been consulted. Trade Unions are currently consulted as a matter of course on all service review and redesign proposals that affect staff. Further proposals contained within this action plan will similarly be the subject of future consultation in accordance with agreed procedures.

#### **5. RESOURCE IMPLICATIONS**

- 5.1 There are no financial implications arising directly from the proposals contained within this report, the resource implications of any workforce strategy or initiative arising from the specific actions included in the plan will be assessed at an early stage.

#### **6. COUNCIL CORPORATE PLAN OBJECTIVES 2013-2018**

- 6.1 The Council Workforce Plan supports all of the Council's Corporate Plan 2013-18 objectives of:
- Giving every child the best start in life
  - Developing educated, responsible and informed citizens
  - Promoting a prosperous, inclusive and sustainable economy
  - Supporting people to lead independent, healthy and active lives; and
  - Creating a safe and sustainable place for future generations

#### **7. EQUALITIES IMPACT ASSESSMENT (EqIA)**

- 7.1 The Council's Corporate Equalities Assessment Framework requires an assessment of functions, policies, procedures or strategies in relation to race, gender and disability and other relevant equality categories. This supports the Council's legal requirement to comply with the duty to assess and consult on relevant new policies to ensure there is no adverse impact on any community group or employees.

- 7.2 The Council Workforce Plan support equalities implementation by promoting fair and inclusive employment policies and practices.

## **8. STRATEGIC ENVIRONMENTAL ASSESSMENT**

- 8.1 Strategic Environmental Assessment (SEA) is a legal requirement under the Environmental Assessment (Scotland) Act 2005 that applies to all qualifying plans, programmes and strategies, including policies (PPS).
- 8.2 The matters presented in this report were considered under the Environmental Assessment (Scotland) Act 2005 and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

## **9. CONCLUSION**

- 9.1 To deliver our strategic and local outcomes, Perth and Kinross Council recognises that it is essential to have the right workforce with the right talent, skills and experience in the right place at the right time. Effective workforce planning and management will ensure that the organisation can continue to deliver essential services to the community in a climate of significant financial constraint. Implementation of the actions outlined in the Council's Workforce Plan will support the Corporate Plan 2013-2018 and its Medium Term Financial Plan and will also inform a review of the Council's Our People Strategy 2010-15.

### **JOHN WALKER**

Depute Director (Housing & Community Care)

### **HUGH L MACKENZIE**

Head of Human Resources

**Note:** No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report

**Contact Officer:** Keith Ridley, Ext. No. 475516, kmridley@pkc.gov.uk  
**Address of Service:** Council Building, 2 High Street, PERTH, PH1 5PH  
**Date:** 31 March 2013

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Council Text Phone Number 01738 442573



# Perth and Kinross Council

## Corporate Workforce Plan

### 2013 – 2018



Securing the future... • *Improving services*  
• *Enhancing quality of life* • *Making the best use of public resources*

# 1 Introduction

Perth and Kinross Council has confident, ambitious, innovative staff and we are proud of their achievements and want to build on their successes. We continue to promote and nurture a positive culture and behaviours and encourage integrated working, based on a common purpose, to deliver the best possible outcome for our communities.

The Council's 'Our People Strategy 2010-2015' strongly recognises that people are at the heart of all we do. Our People Strategy has four key objectives which are to reshape the workforce, promote adaptability and new ways of working, enhance capacity and performance and develop talent within our workforce.

Workforce costs presently account for 59% of the Council's overall net expenditure and consequently workforce planning has never been more important to the Council as it continues to deliver essential services to its customers in a climate of significant financial constraint. Over the next 5 years the organisation will have to review and transform delivery models and working practices and also improve collaborative arrangements to deliver the Community Planning Partnerships Single Outcome Agreement 2012-2017.

To deliver our strategic objectives and local outcomes, Perth & Kinross Council recognises that it is essential to have the right workforce with the right talent, skills and experience in the right place at the right time. Implementation of the actions contained within this plan will support this.

The Council's Workforce Planning process will be driven by the Corporate Plan, the Medium Term Financial Plan, and a modernisation of service delivery and working practices. Services' Business Management and Improvement Plans will include the detailed information and actions required to deliver workforce planning priorities.

Workforce planning provides a structured process which will help Perth & Kinross Council to:

- evaluate its workforce and where it is now;
- define its future position (taking into account pressures, demands and opportunities);
- create opportunities for our people to offer their best in delivering the priorities outlined in the Corporate Plan
- identify the shape and skills required of our future workforce which will best meet these priorities;

The Council's Workforce Plan will inform its Our People Strategy which will be assessed, reviewed and reprioritised based on the actions identified within this plan.

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## 2 Perth & Kinross Council Context

### 2.1 Our Financial Context

With staff costs accounting for almost 59% (£175 million) of the Net Service Expenditure (£293 million) in financial year 2012/13, the Council's management of staff costs will be critical to how it deals with the uncertainty and the financial pressures it faces. The Council's Workforce Plan will ensure that we manage staff costs in line with the Council's Medium Term Financial Plan 2011 - 2014. In recognition of the need to reduce staff costs in the medium term the Council recently approved a non recurring budget of £4m in 2013/14 to fund workforce measures and potential voluntary severance costs.

### 2.2 Our Demographic Context

Acknowledgment and understanding of the operating context is fundamental to workforce planning. Local Councils generally source their workforce from their local communities. Understanding the demographics of local communities, including their education attainment, levels of wage, employment and age profile, is crucial to determining the potential sources of workforce supply available. In addition it is crucial to understand the demand for services and the challenges faced.

The population in Perth & Kinross Council area is projected to increase by 32% by 2035 to approximately 194,000. By 2035 it is projected that the number of people living within the area aged over 65 years will increase by 66% to approximately 48,356. This will impact significantly on both demand for Council services and potential labour supply from within the local community.

Unemployment levels within the Perth & Kinross Council area are low in comparison to other parts of the country. As at February 2013 2,204 people (2.3%) claimed Jobseekers Allowance in the Perth & Kinross Council area. However, the unemployment rate for young people aged 18–24 years has more than doubled since 2008 from 2% to 4.8%.

Children make up 17% of the Perth & Kinross Council area population. In 2011/12 71% of our school leavers entered into full-time Higher/Further education or training and 22% secured employment or voluntary work. However, this means that 8% of our young people are presently leaving school with no positive destination.

As the major employer within the Perth and Kinross area the Council has an opportunity to make a positive impact and provide employment and training opportunities for disadvantaged groups as part of its workforce planning priorities. This year the Council will employ 75 Modern Apprenticeships targeted at 16-19 year olds within the community. This is a long term commitment to supporting young people into employment and developing our future workforce.

*Information Sources: Office for National Statistics, General Register for Scotland and Skills Development Scotland, School Leaver Destination Return.*

### 2.3 Modern Ways of Working

The Council has recognised that embracing modern ways of working is fundamental to a successful workforce planning approach. In transforming the way we plan and deliver services we recognise that modernising our working practices is not only about structures, processes and technology but requires a significant investment in workforce development. This means developing new skills within our workforce, engaging effectively with our staff, encouraging flexibility and adaptability and being much more innovative and creative in supporting our people to assume new roles and responsibilities that reflect the future needs of the organisation and our communities.

### 3 What We Know About Our Workforce

This section provides a summary of key workforce information for 2012.

#### **Workforce Numbers**

Perth and Kinross Council employs approximately 5,700 people. Over the past 3 years headcount has reduced by approximately 260 as a result of the Council's Workforce Management Measures and transformational projects to support the Council in managing the impact of financial constraints. The Audit Scotland Annual report on Perth and Kinross Council for 2011-12 noted significant savings through workforce management which totalled nearly £9 million. Approximately 42% of the workforce comprises of part-time posts and approximately 10% of the workforce holds fixed term contracts.

#### **Gender**

Within the Council 70% of employees are female. Approximately 90% of part-time posts within the organisation are held by women. Occupational segregation, i.e. a predominance of one specific gender, exists across a range of job types but particularly in clerical, care and environmental services.

#### **Age Profiles**

Analysis shows that almost 25% of employees are aged over 55 years. Following the removal of the default retirement age in October 2011, there has been a significant increase in the number of employees choosing to continue to work beyond 65 years of age. If this trend continues it is anticipated that in 5 years time the proportion of workers aged 55 years or more could be as high as 40%. This situation is also likely to be influenced by ongoing changes relating to individuals accessing their state pension.

Conversely a relatively small proportion of the Council's workforce is comprised of younger workers. Currently only 12% of employees are aged 30 years and under and only 3% of the workforce are aged under 24 years. The Council has recently made a significant investment to expand and develop its Modern Apprenticeship Programme and has introduced a graduate programme for Professional Trainees to create targeted employment opportunities for young people between the ages of 16-24.

#### **Vacancies and Turnover Rates**

In 2012 the Council advertised and filled 804 jobs both internally and externally across a broad range of occupational areas which highlights the significant employment opportunities it provides for the local community.

A rigorous vacancy management process is applied to each vacant post to determine the necessity of the post and take consideration of alternatives to recruitment. Last year 549 permanent and fixed term employees left the Council, a turnover rate of 9.32%. The turnover rate for permanent employees was approximately 7.7% which is below typical public sector averages which tend to be between 8-12%. Analysis shows that approximately 50% of leavers were aged 55 or over.

The analysis also highlighted that 121 (22%) of those leavers were under 30 years of age, half of whom resigned from permanent positions. This suggests there may be particular issues with the engagement and retention of younger employees which may be contributing to the imbalanced age profile within the organisation.



## **Peripheral Workforce/ Short Term Resourcing**

In addition to the Council's core workforce, Fixed Term, Casual and Supply workers are regularly utilised to address short term resourcing requirements and to provide flexibility during transformational projects. Agency workers or self employed are engaged mainly for specialist roles or work not typically undertaken by the Council. In 2012 the Council spent approximately £282,000 on agency workers.

Over the past 12 months the Council has experienced particular problems recruiting Supply Teachers particularly in rural locations and for specific class subjects. This is being monitored and options are being explored including a pilot to create several fixed term contract teaching posts each to cover a school cluster area.

External commissioning of Council services has grown significantly in the past two years, particularly in home care services. It is anticipated that this will continue to increase, particularly with the change in legislation which allows clients to purchase their own individually tailored care package.

It is estimated that the Council has in the region of 1,700 regular volunteers utilised in particular service areas across the Council the majority within Education and Children's Services where volunteers work in the areas of sports coaching, Libraries, Youth Work, Parent/Carer Helpers in schools and the Children's Hearings System. The Council is committed to expanding and developing volunteering opportunities across a range of other services. A recent example has been the development of volunteering through the Health and Social Care Change Fund which has been achieved through the introduction of time banking, the expansion of Healthy Communities Collaborative and establishment of community carers groups.

## **Workforce Development and Employee Engagement**

To ensure that the Council continues to be an employer of choice which can attract and retain the best workforce, an annual employee survey is undertaken to gauge employees' views on working in the Council, their Service and Team and their level of satisfaction and motivation. Survey results tell us that approximately 84% of employees believe that there is a good fit between the job they do and their skills and abilities. The Council values achievement and in addition to everyday informal recognition, it recognises it through long service awards, Securing the Future Awards and through awards such as the David White award which recognises achievement in learning and development.

The survey also told us that approximately 64% believe that their development is encouraged and supported. The Council's Employee Review and Development (ERD) is a key component of the Council's performance management framework. In addition to regular 1-to-1 meetings the ERD provides employees with an opportunity to reflect on their performance, identify areas for improvement and ongoing objectives. ERD uptake for 2012 was approximately 60% across all Services.

The Council recognises that effective employee engagement will be critical in shaping an organisational culture and values to meet the significant challenges facing us in future years. Although this process has started there is still much work to be done as evidenced by the significant number of younger employees choosing to leave the organisation.

For both prospective and current employees employer branding is crucial in both attracting and retaining our employees and although work has been done to improve the Council's image as an employer of choice, significant scope exists to revitalise our brand, promote our employment package and emphasise the reward and satisfaction from working in public service.

## 4. Securing the Future

This section summarises the key workforce planning issues facing the Council over the next five years, outlines existing initiatives to address these issues and highlights additional actions that will be required to address future challenges in these areas.

### Workforce Numbers

In light of the current longer-term economic forecasts further reductions in workforce numbers will be required and the Council is working on a range of initiatives focused on the use of technology, partnerships, sharing of premises and the development of modern ways of working. The Council will also continue to apply rigorous vacancy management and workforce management measures to reduce its headcount and ensure that every effort is made to minimise redundancies. From a financial planning perspective the financial settlement means approximately a 1.1% real terms reduction in funding in financial year 2013/14 and 2% in 2014/15.

#### WHAT THE COUNCIL WILL DO:

- *Actively promote existing policies and initiatives that support effective workforce management i.e. retirement, voluntary severance, flexible working, job share etc.*

### Reshaping and Transformation

The Council will continue to modernise its service delivery through its transformational change programme as a key component of improving services and reducing workforce costs. In addition, the Council works in partnership with a wide range of partners to plan and deliver services and is working to increase this as an effective means of service delivery and to reduce costs.

Working, managing and leading collaboratively and effectively across organisational boundaries and with our communities is becoming part of normal working practices as the public sector is expected to deliver more with less resources. To support the embedding of collaboration the priority continues to be to develop effective employee behaviours, skills, actions and styles of working through innovation and leadership to ensure that we have a workforce that can respond effectively and be flexible to meet the demands of new service delivery models.

The Council has achieved significant success in moving large numbers of employees into new roles as part of its transformational programme. This has resulted in relatively few employees being placed on the Council's Skills Register and therefore its contribution to redeploying staff into new roles within the organisation to date has been fairly limited. A more proactive and innovative solution needs to be found that removes the negative perception of the current Skills Register and creates positive opportunities for employees to move into new jobs and roles and avoid where possible the need for redundancies.

#### WHAT THE COUNCIL WILL DO:

- *Encourage and support the development of generic job profiles, job rotation and secondments to develop our organisational flexibility and capacity.*
- *Develop a more effective approach to identify suitable alternative employment for staff and improve our ability to move employees into new jobs and roles to avoid where possible the need for redundancies.*
- *Ensure that workforce planning techniques such as scenario planning, skills and gap analysis are fundamental aspects of transformational and service redesign projects.*

## Home Care Case Study

Within Housing & Community Care there is currently an over provision of direct homecare staff and significant period of downtime which is not an effective use of resources. Although external commissioning of homecare services has increased over the past few years the key workforce planning challenges facing the Council are –

- reducing the number of homecare posts through natural wastage where turnover is approx 7% per annum
- managing the transition of reduction in homecare posts while growing commissioned provider capacity
- giving homecare staff the opportunity, confidence and skills to secure other employment opportunities within the Council to match future demand for services

A GSI mapping tool has been used to provide the service with the complete picture of service delivery and is currently being fully analysed. The outcome of this analysis will ensure that the allocation of care packages to employees and external providers enables the best use of resources and continuity of care for service users. In the future, the mapping tool will enable managers to consider where new packages are and as a result, ensure that allocation of staff resources is appropriate thereby maximising the support given to service users. Equally, as and when vacancies arise, the mapping tool will enable a considered approach to deciding where the resources should be allocated both internally and externally.

## Gender

Over a sustained period of time the Council will continue to introduce and promote positive equality initiatives such as, Take your Child to Work day, Career Fairs, Health & Social Care Academy etc using role models, which are aimed at tackling occupational segregation within the organisation. These initiatives will be monitored and reviewed to assess their effectiveness and their impact on our workforce profile. The Council has recently introduced initiatives to encourage job applicants to consider and apply for posts predominantly undertaken by the opposite gender e.g. males into the caring profession, females into technical and craft posts and this will continue.

### WHAT THE COUNCIL WILL DO:

- *Support and further develop educational initiatives in schools that contribute to tackling gender stereotyping.*

## Age

The percentage of employees aged over 55 is projected to increase from 25% to 40% over the next 5 years. In contrast only 12% of employees are aged 30 years and under. The Council has recognised that it needs to have a more balanced age profile in the future and will have to be more proactive in taking steps to tackle the emerging issues at both ends of its workforce age spectrum.

With the removal of the default retirement age in October 2011 many employees reaching aged 65 years of age now opt to remain in the Council's employment. Analysis of sickness absence levels within the organisation shows that on average employees over 50 have higher absence rates than those under 50, which is also typical of other organisations. The Council's maximising attendance initiative is currently examining how best to support the health and wellbeing of older employees.

In addition to higher absence rates there are other risks in having a workforce imbalance such as the potential risk of a sudden loss of knowledge and skills if significant numbers of experienced employees choose to retire in a short period of time. These risks will have to be managed effectively and consideration given to the establishment of an employer justified retirement age (EJRA) which would assist workforce and succession planning within the organisation. To have an EJRA, employers must show that it is a proportionate means of achieving a legitimate aim. In order to alleviate this problem the Council will also have to further promote the existing provisions of its retirement scheme including early and flexible retirement options and voluntary severance.

To engage and retain younger employees in the 16-24 age group in the longer term the Council has committed to the ongoing funding of Modern Apprenticeship (MA) posts and professional trainees, factoring entry level posts into structure reviews; and ring fencing suitable GE1 and GE2 posts to those on Modern Apprenticeships. The Council is in the process of introducing a Job Academy for its Modern Apprentices to generate job matching opportunities for those trainees nearing the completion of their training. It is anticipated that this approach could potentially be developed to include fixed term employees as a means of identifying and retaining future talent and growing our own. These types of initiatives will be developed to make a positive impact on the profile of younger workers within the organisation.

The 2013-15 budget includes £500,000 invested in job opportunities, through the Perth and Kinross Guarantee, a new and innovative approach to provide support for every young school leaver to access the job market, training or continue with their education.

Typically Education & Children's Services recruits approximately 60 Probationer Teachers every year, the vast majority of whom are in the under 30 age group. These types of initiatives will need to be continued and developed to make a positive impact on the profile of younger workers within the organisation.

#### **WHAT THE COUNCIL WILL DO:**

- *Examine the benefits of introducing an employer justified retirement age.*
- *Introduce more entry level posts and career paths into the organisation as part of its transformation programme to create more opportunities for younger people and support succession planning.*
- *Implement and develop a Job Academy to facilitate support Modern Apprentices and fixed term employees into permanent employment.*
- *Expand the Council's Modern Apprenticeship programme to include new occupational areas and higher level SVQ qualifications.*

#### **Vacancies and Turnover**

Although our staff turnover rate is slightly below average at 7.7%, the Council still provides a significant number of employment opportunities for the local community. Last year 784 jobs were advertised externally despite the existing financial constraints and consequently it can make a significant impact on unemployment within the local community, particularly in respect of younger people.

However, analysis shows that a significant proportion of the Council's leavers (121 = 22%) are under 30 years of age, an age group that the Council is trying to attract and retain. The majority of this group resigned from their post while a further 45% left the Council at the end of their fixed term contract. Losing a high proportion of younger employees highlights a need to understand their reasons for leaving and to more effectively engage with younger employees.

## **WHAT THE COUNCIL WILL DO:**

- *Develop our overall approach to employee engagement to ensure that we retain key groups of staff.*
- *Improve the quality of employee review & development conversations between line managers and employee to improve retention rates for under 30 year olds.*
- *Develop our Exit Interview procedures to better understand the reasons behind employees leaving, particularly younger employees.*
- *Introduce skills assessments for fixed term employees to identify future talent that we need to retain in the organisation and help “grow our own”.*

## **Peripheral Workforce/ Short Term Resourcing**

The Council has been experiencing ongoing challenges in engaging experienced and knowledgeable supply and casual workers at short notice in some professions and job types e.g. teachers and school crossing patrollers. To ensure we have a suitable pool that can be engaged at short notice recruitment campaigns will continue as a means of attracting casual workers, supply teachers and specialists.

The appropriate use of fixed term contracts will continue to be utilised to provide flexibility within our transformational and change projects and to address short term capacity issues within the organisation.

The Council currently utilises the capacity of volunteers in service areas, particularly within Education and Children’s Services where volunteers play a key role in supporting various activities and services. The Council is committed to expanding and developing volunteering opportunities across a range of other services as part of its commitment to work in collaboration with its Community Planning Partners to deliver local priorities.

## **WHAT THE COUNCIL WILL DO:**

- *Ensure that the correct size and suitable pool of casual workers and supply teachers is available for deployment at short notice.*
- *Develop an intelligence profile on the Council’s peripheral workforce including volunteers.*
- *Work in partnership with Perth and Kinross Action for Voluntary Services and directly with communities to develop, expand and promote volunteering opportunities across a range of Council services.*

## **Supply Teacher Case Study**

Changes to Teachers terms and conditions at national level have resulted in problems in securing supply teachers to provide cover, particularly in rural areas of Perthshire and for specific subject areas. A recent survey indicated that 75% of short term supply requests could not be met, which provides significant operational difficulties for schools, and frequently results in management having to provide class cover. The key workforce planning challenges facing the Council are –

- Exploring alternative short term resourcing options to provide adequate class cover within schools, particularly in rural areas and for specific subjects
- Expanding the pool of supply teachers available to provide adequate cover through recruitment campaigns
- Retaining existing supply teachers who may have been disadvantaged by changes to terms and conditions

In the primary sector the Council has now advertised 2 full time posts, on a trial basis, in areas where schools have most difficulty securing supply cover. The posts have been called Cluster Support and are fixed term to the end of this current session. It is anticipated that they will provide short term i.e. the most difficult to fill “supply” cover to schools within that cluster. It is hoped that schools within the cluster will also identify, in advance, planned events that they need cover for which will allow a timetable to be mapped. This will give a degree of certainty to both the teacher covering and the schools that need the cover and will also lessen the risk of a contracted member of staff being without work. In the secondary sector schools have had permission to increase their establishment to try and create some flexibility in their timetables.

## **Workforce Development/Employee Engagement**

Public Services are continuing to progress the Scottish Government’s ambitious programme of reform and, given the reality of the ongoing financial challenges, the Council’s success in negotiating this sustained period of change will be heavily influenced by the performance and commitment of the people within it. Therefore, it is more important than ever that our employees have the opportunity to fully participate in the process of change, and feel able to offer their expertise, energy and creativity, in service of better outcomes for the citizens and communities of Perth and Kinross.

Within Perth & Kinross Council, the commitment to employee engagement is well established and a range of formal and informal processes and initiatives are in place to keep colleagues informed and involved in team, service and Council business, and promote effective communications, change and improvement. At a corporate level this includes the Leadership Development Programme, Delayed Office Opening Sessions, an Awards framework to celebrate success, Chief Executive’s Briefings (and subsequent cascade of information), ERIC alerts, newsletters and team meetings, etc.

Going forward, we will pay attention to the ‘big picture’ to ensure that we evolve the right cultural conditions for growth and innovation. Our leaders will set clear direction, promote personal leadership within all levels of the organisation, lead by example and offer support and challenge in equal measure. Working with our partners, we will create opportunities to share learning, and help employees develop their own leadership and skills. Further, with a focus on continuous improvement, we will nurture talent and celebrate our successes.

Workplace health and wellbeing is an important part of an organisation’s corporate responsibility and also contributes to the broader employee engagement agenda. We are also acutely aware that the extent and pace of change causes anxiety for our employees and we want them to understand and feel confident in the decisions that are made which affect them and the services they deliver.

Our people are our greatest asset, and it is through their talents and ambitions that real improvement will be made.

### **WHAT THE COUNCIL WILL DO:**

- *Focus on ‘big picture’ cultural change to support new ways of thinking and working.*
- *Invest in the line manager / employee relationship – one of the most significant factors in employee engagement.*
- *Building on our success, we will continually evolve our approach to innovation and improvement.*
- *Revitalise our employer brand and promote our employment package to remain an employer of choice.*

- *Develop our approach to partnership and collaborative working and invest in learning and development opportunities to build capacity for modern ways of working including the development of skills for community engagement and changing cultures through coaching and mentoring.*
- *Develop a strategic approach to employee health and wellbeing to ensure the physical and mental health of our employees and build organisational resilience.*

## 5 Monitoring and Evaluation

The Council's Corporate Management Group will have responsibility for the strategic direction and the development of workforce planning as part of their corporate responsibility for Workforce, Asset and Financial Planning. The CMG will also have responsibility for the prioritisation, monitoring and review of this plan.

The Council's Our People Strategy which is a wider approach to Human Resource policy and management will be refreshed and prioritised on the basis of the issues identified within this plan.

Workforce planning priorities will be integrated into each Service's Business Management and Improvement Plan and team plans and will be monitored by the Service's Senior Management Team.

**John Walker**  
**Depute Director Housing and Community Care**

**Hugh Mackenzie**  
**Head of Human Resources**

**Contact Officer**      **Keith Ridley**  
**Contact No**          **75516**

**Date**                      **31 March 2013**



**PERTH AND KINROSS COUNCIL  
SECURING THE FUTURE - WORKFORCE PLANNING – ACTION PLAN**

THEME	ACTIONS	LEAD	DELIVERY TIMESCALES
<b>Workforce Numbers</b>	Actively promote existing policies and initiatives that support effective workforce management i.e. retirement, voluntary severance, flexible working, job share etc	Head of Human Resources	Ongoing
<b>Reshaping and Transformation</b>	Encourage and support the development of generic job profiles, job rotation and secondments to develop our organisational flexibility and capacity	All Services	Ongoing
	Develop a more effective approach to identify suitable alternative employment for staff to improve our ability to move employees into new jobs and roles and avoid where possible the need for redundancies.	Head of Human Resources	Oct 2013
	Ensure that workforce planning techniques such as scenario planning, skills and gap analysis are fundamental aspects of transformational and service redesign projects.	Head of Human Resources	Sep 2013
<b>Gender</b>	Support educational initiatives in school that contribute to tackling gender stereotyping.	Human Resources/E&CS	Ongoing

<b>Age</b>	Examine the benefits of introducing an employer justified retirement age.	Human Resources/Legal Services	Oct 2013
	Introduce more entry level posts and career paths into the organisation as part of its transformation programme to create more opportunities for younger people and support succession planning.	All Services	Ongoing
	Implement and develop a Job Academy to facilitate Modern Apprentices and fixed term employees into permanent employment.	Human Resources	July 2013
	Expand the Council's Modern Apprenticeship programme to include new occupational areas and higher level SVQ qualifications.	Human Resources/Services	Mar 2014
<b>Vacancies and Turnover</b>	Develop our approach to employee engagement to ensure that we retain key groups of staff	Corporate Organisational Development (OD)/Services	Ongoing
	Improve the quality of ERD conversations between line managers and employee to improve retention rates for under 30 year olds.	All Services	Ongoing
	Develop our Exit Interview procedures to better understand the reasons behind employees leaving, particularly younger employees.	Human Resources	July 2013
	Introduce skills assessments for fixed term employees to identify future talent that we need to retain in the organisation and help grow our own.	Human Resources/OD/All Services	Mar 2014

<b>Peripheral Workforce/Short Term Resourcing</b>	Ensure that the correct size and suitable pool of casual workers and supply teachers is available for deployment at short notice.	HR/Education & CS	August 2013
	Develop an intelligence profile on the Council's peripheral workforce including volunteers.	Human Resources/Services	Mar 2014
	Work in partnership with Perth and Kinross Action for Voluntary Services and directly with communities to develop, expand and promote volunteering opportunities across a range of Council services	Services	Ongoing
<b>Workforce Development/Employee Engagement</b>	Focus on 'big picture' cultural change to support new ways of thinking and working.	OD/Human Resources	Ongoing
	Invest in the line manager / employee relationship – one of the most significant factors in employee engagement.	OD/Human Resources	Ongoing
	Building on our success, we will continually evolve our approach to innovation and improvement.	OD/Human Resources/Business Change & Improvement	Ongoing
	Revitalise our employer brand and promote our employment package to remain an employer of choice.	OD/Human Resources	Mar 2014
	Develop our approach to partnership and collaborative working and invest in learning and development opportunities to build capacity for modern ways of working including skills development, coaching and mentoring.	OD/Human Resources	Ongoing
	Develop a strategic approach to employee health and wellbeing to ensure the physical and mental health of our employees and build organisational resilience.	Human Resources	June 2013

