



Building Ambition - Developing Talent



A Workforce Plan for Perth & Kinross Council 2018-2021

Foreword

In Perth & Kinross Council, our people are at the heart of everything we do. The world of work is evolving; public services continue to transform; and people's expectations from both an employee and customer perspective are changing too. The pace and extent of these changes are so significant that there has never been a more important time to set out an ambitious workforce plan and invest in the people who deliver services through enhanced workforce development and effective leadership.

Perth & Kinross Council has a positive track record of planning for the future - preparing our people for an emerging future, creating a learning ethos and a growth mind-set, developing leadership at all levels, encouraging healthy and resilient employees and reshaping the workforce.

With a strong **Focus on Culture**, our workforce plan identifies priorities for:

**Attracting, Retaining and Developing Talent,
Healthy Working Lives and
Fair Work.**

We are recognised for our strengths in setting a clear and compelling vision, strong elected member and officer leadership, excellent financial management, sound governance and a talented and committed workforce. This is evident in our long term investment in preparing our people for change by investing in learning and leadership at all levels, encouraging creativity and innovation, and building an adaptable and resilient workforce.

Workforce planning is everyone's business. As we continue to prepare for the changing world of work, everyone needs to be pulling in the same direction - the right mind set is key, because '*how*' we do things, is as important as '*what*' we do.

Our [Organisational Development Framework](#) sets out an ethos for thinking, working and future growth around the existing three principles of '*Learn, Innovate, Grow*'. These principles help us to articulate *how* we will evolve our organisational culture, and also act as enablers for transformation and continued growth. We will continue to focus on organisation design to ensure that job roles are flexible and responsive to the changing needs of the organisation and importantly, continue to create opportunities for employees to fully participate in our evolving programme of renewal and improvement.

We recognise the importance of Fair Work in ensuring that our people can have a world-leading working life where fair work drives success, equality, wellbeing and prosperity for all.

I am exceptionally proud of the hard work and dedication shown by our employees in providing the best possible services to the people of Perth and Kinross – for rising to the challenges and helping to transform our organisation. This is a great platform to continue to build our ambition and develop talent.



Bernadette Malone
Chief Executive





Our Workforce Plan:

- *explains our journey of change and how we will continue to develop and support our employees within the changing context of public service reform, increasing demand and reducing budgets*
- *outlines the changes facing the Council, taking into account pressures, demands and opportunities*
- *addresses our approach to other influences on our business, including new models of service delivery, locality planning, collaborative working and strategic partnerships*
- *emphasises a focus on culture and our commitment to building a healthy and resilient workforce*
- *sets out our approach to attracting, retaining and developing talent for our future workforce, building on what is effective and putting in place new strategies and initiatives to reinforce Perth & Kinross Council as an employer of choice*
- *re-affirms our commitment to growing the conditions which encourage learning and development for the skills we will require in the future; supports people to move around the organisation and take on new roles as the nature of our work evolves; and builds leadership at all levels*

Workforce planning is an ongoing and iterative process because our workforce requirements will continue to evolve in our emerging future. The Corporate Management Group will have responsibility for oversight of the plan and ensuring we remain on track, anticipating changes so that we can be well prepared.

Our Changing Workforce Profile

We continue our journey on from our last [Corporate Workforce Plan](#) which set out our people priorities from 2013 until 2018. Annual workforce reports to Council have described changes in our workforce profile and achievements in [2013](#), [2014](#), [2015](#), [2016](#) and [2017](#).



The overall size of our workforce has reduced from

6281 to
5595



Fixed Term Contracts have increased from

8% to
13%



Annual paybill incl. employer costs has increased from

£178m
(2011/12) to
£184 m



The number of employees under 24 has increased from

164 to
295



Permanent turnover has increased from

6.4% to
9.2%



The number of employees aged 60+ has risen from

7% to
9%

Looking back to 2009, our workforce has reduced by approximately 11% in headcount over the period 2009 to 2017. Included within this figure is a 25% reduction in the number of chief officers and an 11% reduction in service managers. This reduction comes at a period of time when teacher numbers have been maintained through the Local Government Finance Settlement. In addition, specific work groups have increased because of Scottish Government initiatives, such as Primary School Support Assistants, Play Assistants and Early Childhood Practitioners. Strategic decisions to deliver services through Arms Length External Organisations or joint arrangements have influenced the shape and size of the workforce. Overall, there has been a long term trend of a reducing directly employed Council workforce.

Our Changing Role

The challenges facing public services are well documented:

- *New legislation, the Education (Scotland) Bill which includes the establishment of the Tayside Regional Improvement Collaborative for Education and the proposed Headteachers' Charter*
- *Implementation of the Children and Young People (Scotland) Act 2014*
- *Implementation of the Community Empowerment (Scotland) Act 2015 means more power and decisionmaking at community level*
- *Stronger focus on localities and working more closely with our partners and with communities*
- *Population growth pressures within Perth and Kinross alongside rising demands for Council Services.*
- *Reductions in public sector funding*
- *Continued development of the Health and Social Care Partnership and the Community Justice Authority.*
- *Regional collaborative working on a range of services.*
- *Climate Change Bill and the move to a low carbon society*
- *Advances in technology which drives digital and online approaches to service delivery*

These will all have significant influence on how our services are delivered in future, and by whom.

Perth & Kinross Council remains the largest single employer within the area. We also know that currently 84% of our employees live within the Perth and Kinross area. In a workforce planning context, we are well placed to reach out to schools, colleges and universities to promote jobs and careers within local government. We have the opportunity to influence personal values and attitudes which will challenge traditional stereotypes and encourage a more diverse and inclusive workplace culture. By offering a broad range of training and employment opportunities to staff, as well as career paths, good terms and conditions (including pension provision and an Accredited Living Wage Employer) and flexible working options, the Council makes a significant economic impact within Perth and Kinross which in turn helps tackle inequalities for our individuals, families and communities.

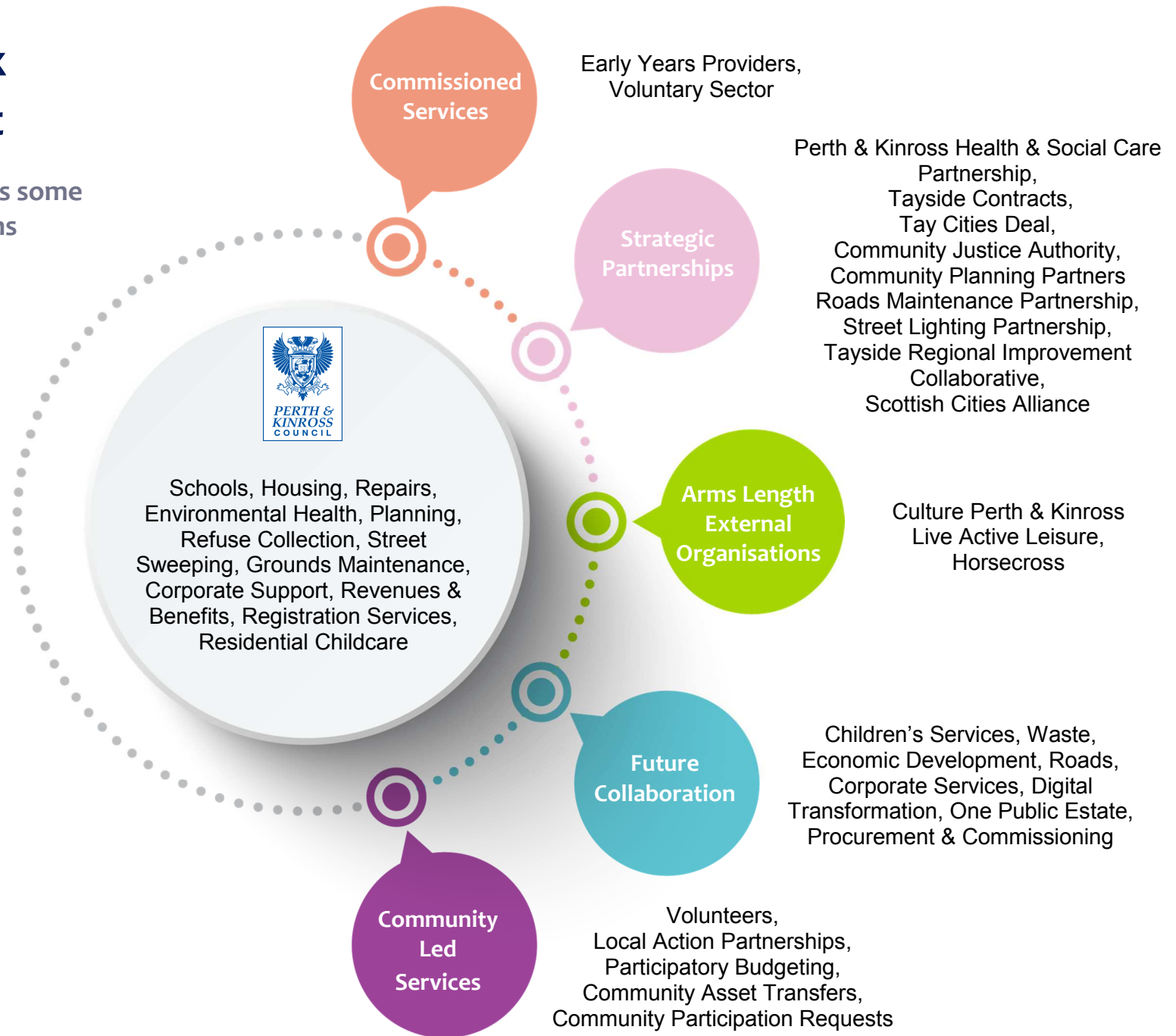
All of this comes at a time when we see greater demands for personalisation of Council services and localisation which in turn influences the skills and values expected in our employees. We also see opportunities for efficiencies and collaboration such as Education & Children's Services with the Tayside Regional Improvement Collaborative and with other public service partners.

Our customers are also becoming more digitally aware and expect more digital support; we have to equip our staff with digital skills, flexibility and mobility to deliver our services. Within Perth & Kinross Council, we have been planning this for a long time and have a [PKC Digital Strategy](#) in place.

The Council operates in an increasingly complex environment. The Council's role has been evolving for many years as a direct provider of services, a commissioner of services, a partner in collaborative working, as well as fulfilling a leadership role within a community planning context. These trends are set to continue which means an evolving skill set, new behaviours and new ways of working within our workforce.

Our Complex Environment

This diagram describes some of our services in terms of our complex environment.



Key Influences

We have always recognised the importance of recruiting, retaining and developing employees with the right talent, skills and experiences in the right place and at the right time. However, there are several prevailing factors which are influencing the workforce plans of many employers, especially in public services. These are:-

- *Competition for labour in Scotland is set to increase as the economy recovers and investment in capital and infrastructure increases. This will result in increased competition between public and private sectors as well as between public service employers. Our ability to attract and retain skilled and experienced staff is critical.*
- *With an ageing workforce profile and 22% of staff eligible to retire over the next 5 years, the departure of experienced employees will result in a loss of organisational knowledge. We will continue to use voluntary severance as a workforce management tool; however our focus will be increasingly on re-training and skills development.*
- *We recognise the importance of Fair Work for individuals and establishing the Council as an employer of choice. We aim to offer work that offers **effective voice, opportunity, security, fulfilment and respect.***
- *Technology more than any factor will drive the speed of change from both a customer and employee perspective. It is also a key driver in creating opportunities to optimise processes, improve accessibility of services as well as drive*

efficiency. Artificial intelligence, digitisation and automation will reshape roles and the skill sets required by our staff.

- *Valuing diversity and promoting an inclusive workplace culture makes good business sense – diversity stimulates debate and discussion which contributes to more informed decision making.*
- *As we encourage more young people into our workforce we need to address differences in expectations, behaviours and values in our multi-generational workforce. This includes the move towards more digitalisation and diverse talent in respect of workplace technology, communications and learning.*
- *The direct and indirect effects of Brexit may impact on the overall availability of labour.*
- *Higher turnover among younger generations who do not wish to remain with the same employer or in the same type of job. Creating opportunities to acquire portable skills which are valued in different settings increases the chances of retaining young people who can explore the diversity of employment offered in public services.*
- *Recognition of the significant social and economic benefits that come from the Council's role as a major employer in terms of the impact of higher skilled and better paid jobs.*

These influences require Perth & Kinross Council to be bold in its ambitions for recruiting, retaining and developing talent for our future workforce.

Developing Our Plan

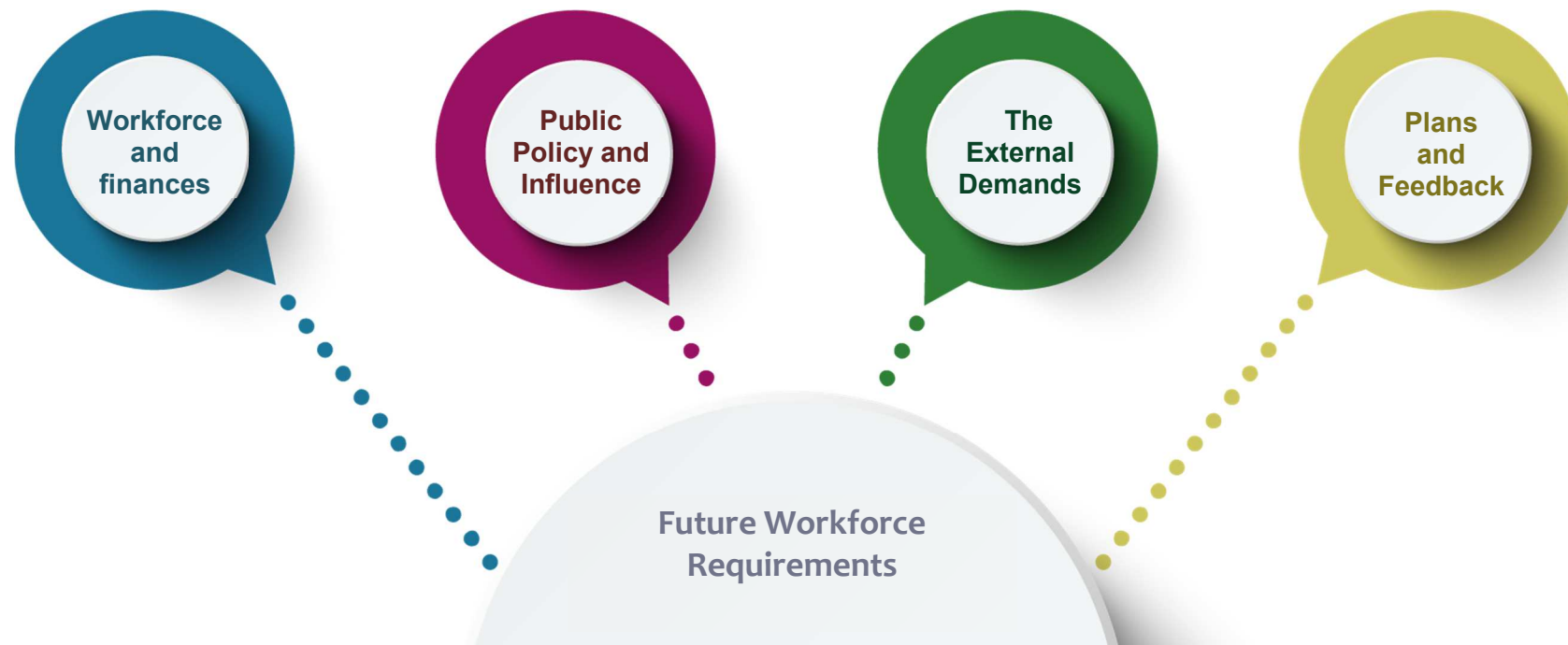
Our Workforce Plan is part of the Council's strategic planning framework. It has been shaped and developed around what we know about our environment, a deeper understanding of the challenges and opportunities we face, especially labour market conditions in our global economy, forecasting and scenario planning.

Headcount/FTE
Turnover
Age Profile
Grade Analysis
Equality Monitoring
Financial Plans
National Pay Awards
Living Wage

Social Trends
Fairness Commission
Growing Public Expectations –
*personalisation of services,
online access to services*
Programme for Government
New Legislation
Fair Work Convention

Local/Regional/National
Labour Markets
Impact of Brexit
Demographics - *increase in
older people and increase
in younger people affecting
service demands*
Technology

[Corporate Plan](#)
[Transformation Strategy](#)
[Community Plan](#)
Business Management &
Improvement Plans
Managers Feedback
Employee Feedback
Trade Union Feedback



Occupational Groups

Strategic workforce planning considers the future requirements of the whole council. As well as identifying corporate actions, we have highlighted the workforce challenges for specific occupational groups either because of their size and scale within the council workforce or their potential impact. Here are some specific groups:

Teaching



Context

28% of our workforce are teaching staff who work in 68 primary schools, six secondary schools and four all through schools

60% are over the age of 40 and we have a predominantly female workforce

Key Workforce Challenges

- *There are hard to fill posts in some rural areas, denominational schools, Home Economics, Gaelic, STEM subjects and promoted posts*
- *Engaging supply teachers*
- *Managing the demands of changing school rolls and planning for any outcome from the School Estate Review*
- *Opportunities for workforce planning via the Tayside Regional Improvement Collaborative*
- *Implications from the Headteachers' Charter*

What is Underway?

- *A Learn to Teach Programme to retrain existing employees as teachers is in its third year; and is one of the 11 new routes to teaching*
- *Collaboration with University of the Highlands & Islands (Perth College) and University of Dundee to create other new routes into teaching*
- *Scottish Government and local innovative ways to promote teaching as a profession - advertising campaigns, recruitment materials, including video clips and recruitment packs*
- *Active support for Headteachers and future school leaders to develop key skills and create future leadership capacity*
- *National project to optimise deployment of supply staff*

Early Years and Learning



Context

13% of our workforce work in Early Years and Learning and we have a predominately female workforce

73% are over the age of 40

Key Workforce Challenges

- *Biggest growth area within the workforce with the expansion of early years from 600 hour to 1140 hours for all entitled two, three and four year old children by August 2020*
- *Future assessment of After School Clubs and Holiday childcare to be undertaken by Scottish Government*

What is Underway?

- [Early Years and Learning Expansion Plan](#) submitted to the Scottish Government includes a workforce plan for this staff group
- *Increased collaboration with our partner providers and childminders to deliver on a commissioning basis*
- *Introducing new ways of working through trials of 1140 hours*
- *Building on our Men into Childcare initiatives*
- *New career pathways being explored*
- *Significant increase in Modern Apprentices in Learning and Childcare*
- *Learn to Work in Early Years Programme has been launched to retrain existing employees*

Adult Social Work and Social Care



Context

16% of our workforce works in social work and social care

12% of employees are over the age of 60 and we have a predominantly female workforce

Key Workforce Challenges

- *An integrated approach to the provision of health and social care services means greater collaboration with NHS and partners in the third and independent sector and community groups, including developing an integrated workforce plan*
- *Greater preference for being cared for at home, choosing locally based and community services, such as community hubs, day services, resulting in service provision moving towards a commissioning model*
- *Hard to fill posts across the whole social care workforce, in part due to rurality*
- *Retention of qualified Mental Health Officers*
- *Care not seen as a positive career option. Shift in culture and training options are required to encourage the next generation to view care as an attractive career choice*
- *We require a more commercial approach to these services*

What is Underway?

- *Working closely with NHS Tayside and partners in the third and independent sector as well as community groups means developing skills, knowledge and understanding across the sectors*
- *Developing a framework to clarify multi agency management responsibilities*
- *Opportunities for maximising recruitment and career pathways continue to be explored with independent providers*
- *Developments at national level for the health and social care workforce, including the Safer Staffing Bill*
- *Care and Learning Job Family to enable deployment and reskilling of employees to areas of demand*

Housing



Context

3% of our workforce are in Housing and are predominately female

7% of Housing employees are over the age of 60

4% are under the age of 24

Key Workforce Challenges

- *Ensure that all households within Perth and Kinross have access to good quality affordable accommodation, support and assistance*
- *Wide range of skillsets required by staff to support and sustain tenants in a changing financial climate both locally and nationally*
- *Dealing with more vulnerable, complex and challenging individuals*
- *Changes to legislation and increasing demand for services including the supply of affordable housing*
- *Hard to fill posts in Building Services posts due to local and national availability; potentially impacted upon by Brexit requiring an innovative approach to the supply of staff*

What is Underway?

- *Redesigned roles to promote responsive, local support through collaboration with all sectors and community empowerment*
- *Shift towards mobile working in Building Services and supporting staff to become more digitally aware*
- *The delivery of Frontline Future Sessions for staff across the service with a focus on key skills and competencies along with a Leadership and Management Programme blending leadership skills and more practical management approaches*
- *Training needs analysis and the development of a Housing Service Training Plan*
- *Introduction of multi-skilled job profiles at all levels has enabled a focus on early intervention*
- *Opportunities are being provided for career pathways into Building Services and improved recruitment methods are being explored*

Construction, Property and Engineers



Context

1.4% This group represents a small yet critical section of the overall workforce

82% of this workforce is male

32% of Engineers are chartered, of which 71% are over the age of 45

5% are progressing their career via the Professional Trainee route

Key Workforce Challenges

- Area of workforce growth with major investment in capital projects across Perth and Kinross over the next seven years
- The removal for the requirement of Engineers to have iEng means they may not be suitably qualified for promotion
- Hard to fill posts caused by salaries, lack of expertise/knowledge, competition with the private sector and complexity of projects
- UK wide shortage of Engineers

What is Underway?

- Developing relationships with our partners to share best practice and knowledge when gaps are identified, such as roads collaboration with Dundee City Council and Angus Council
- Shift from a client/contractor model for asset improvement and maintenance to service led initiatives which addresses skills gaps and reduces reliance on consultants and agency staff
- The Scottish Futures Trust (SFT) Construction Procurement Competency framework is used in recruitment and development discussions
- Defined career paths help attract young people to the public sector and retain talent
- New Graduate Apprenticeships with the University of Dundee and other graduate programmes are being developed
- Promoting the Council's work-life balance opportunities to attract suitably qualified candidates to live and work in the area
- Creative recruitment adverts using social media

HGV Drivers and HGV Mechanics



Context

1.1% of our workforce work as an HGV Driver or HGV Mechanic

98% of HGV Drivers are male, of which 55% are over the age of 50

100% of HGV Mechanics are male, including Apprentice Mechanics

57% of our mechanics, including management are over 50

The average salary for HGV jobs in Scotland is £27-£29k and higher than the Council rate

Key Workforce Challenges

- *There is a national shortage of HGV Drivers*
- *Perth & Kinross Council salaries are not competitive with the private sector within this sector, notwithstanding the work-life balance and pension benefits the Council can offer*
- *Difficulties in recruiting and retaining young people mainly because of the rate of pay being offered – this is a challenge as we have an ageing workforce*
- *Brexit may impact on attracting HGV workers from overseas*
- *Failure to attract and retain HGV workers will result in major disruption for the Council because of the effect it will have on our communities*

What is Underway?

- *In-house Driver training programme to develop our existing workforce*
- *An established Modern Apprenticeship programme to attract young people to be HGV Mechanics*
- *A public and private sector benchmarking exercise to review salaries in this area*

Economic Development



Context

0.5% This group represents a small yet critical section of the overall workforce

There is an equal balance of male/female

79% are over the age of 40

Key Workforce Challenges

- *Exploration of a single Transport Planning and Public Transport Team will require collaboration and partnership skills*
- *Potential integration of Economic Development and strategic planning*
- *Brexit/European Social funding impacts on the long term nature of this workforce*
- *A commitment has been made by Tay Cities Deal to close the jobs gap and reduce unemployment*

What is Underway?

- *Working in partnership with the Scottish Government to identify the future workforce skills and resources needed to provide a partnership approach*
- *Collaborative working across Dundee, Angus and Fife, the Tay Cities Deal propose establishing an integrated approach across Tayside in the following key areas:*
 - *tourism destination development including events and conferences*
 - *inward investment and international trade development*
 - *employability*
 - *growth sector support*
- *Through the Tay Cities Deal, we are working with Skills Development Scotland and the Scottish Funding Council to flex and align resources around regional and local skills priorities. This will include the allocation of Modern Apprenticeship contracts across the economic region.*

Customer and Business Support Services



Context

25% of the workforce work in Customer and Business Support of which 74.9% are female

68% are over the age of 40

Tomorrow's Customer and Business Support Services review will impact almost **20%** of the workforce

Key Workforce Challenges

- *The pace of digitalisation means that more and more customers expect the Council to provide services in ways which reflect our day to day lives and our staff need the skills, technology and confidence to provide this*
- *Many of these staff are on fixed term contracts due to the review of Customer Business Support Services Review which creates instability and uncertainty*
- *Some ways of working were historically designed around the needs of the organisation rather than the customer's needs*

What is Underway?

- *Exploring collaborative opportunities with our neighbouring local authorities*
- *Creating efficiencies through use of technology, automation, and mobile working which will impact on the number and type of roles in this area*
- *Offering individuals who may be affected by the review opportunities to consider alternative careers with the Council or support to start their own business*
- *Developing training programmes to upskill employees with the digital skills to become adaptive workers of the future*

Developing Our Plan

The ultimate aim of our workforce plan is to attract, retain and develop talent in order to meet current and future workforce requirements, so that we are best placed to meet the changing needs of our customers and communities. This will be achieved through maintaining a focus on culture as well as recruitment and retention strategies, fair work, healthy working lives, leadership and reward and recognition. This section of the plan sets out what we have achieved, what we will do and the outcomes we want.





Achievements:

- Created an organisational development framework which sets out an ethos for thinking, working and future growth, around three principles: 'Learn, Innovate, Grow' – these principles help us to articulate how we will evolve our organisational culture
- Developed a methodology to support teams transitioning through cultural change
- Established a set of cultural behaviours to support transformation and continued growth, at individual, team, service and organisational levels
- Embedded the Learn, Innovate, Grow ethos in our employee development discussion process
- Delivered a programme of learning opportunities which capitalises on the wide range of skills, knowledge and professional expertise within the Council
- Created a community of active learners across the Council

- Introduced opportunities to learn about and apply new methodologies for service design / improvement / innovation which recognise the need to work differently with our communities
- Developed and delivered a wide range of formal and informal Leadership Development opportunities
- Delivered a range of learning, information and networking sessions for senior leaders
- Developed a programme of corporate events to celebrate success: Securing the Future Awards, Service Recognition Awards, Modern Apprentice Graduation, and David White Award
- Encouraged and supported grassroots innovation, through the annual Angel's Share opportunity

Priorities:

- Increase use of the Learn, Innovate, Grow cultural change methodology, to support transformation and change
- Introduce a new, 360 feedback model which reinforces the behaviours set out in our Learn, Innovate, Grow framework, to support individual learning and development
- Reinforce cultural behaviours for thinking, working and future growth, through the introduction of the PKC Adaptive Worker framework. This digital resource will support self-directed learning on a range of topics, such as community empowerment, innovation, leadership and digital skills, etc
- Continue to evolve our approach to celebrating success, and recognising employee commitment and contribution
- Implement new leadership approaches which support the further development of the authorising environment, and new ways of working with our communities
- Step up our approach to innovation – through new partnerships, new opportunities for learning, and new methodologies which support new thinking and action
- Continue to grow digital leadership by supporting and empowering staff to use technology to re-shape services and processes

Outcomes:

1. A learning organisation, which offers equality of opportunity for all employees, through access to learning and career development which helps them grow personally and professionally
2. The impact of participation in learning and development opportunities is visible through improved or innovative practice
3. Our individual and collective leadership inspires, supports and values contributions from all
4. Employees feel valued, recognised and respected, and employee voice influences change



Achievements:

- Established successful Modern Apprenticeship (MA) and Graduate Programmes with exceptional levels of achievement, continuing employment and positive onward destinations
- Significant increase in young people across the Council workforce
- Expansion of MA frameworks to cover a broad range of occupations and higher skill levels at SVQ3 and above
- Achieved Investors in Young People Gold Award status
- Established mentoring, action learning and job shadowing to support learning for all

- Created a corporate induction programme to welcome new employees and foster a sense of belonging and commitment to the organisation as a whole
- Implemented retraining initiatives for hard to fill jobs, such as Learn to Teach and Learn to Work in Early Years
- Introduced a Job Families Framework across the Council to support employees' learning and career development opportunities
- Created a focus on Employer Branding to evolve the cultural conditions and drive a collective focus on improving employee experience across the employee lifecycle, from recruitment to exit

Priorities:

- Further develop and promote our Employer Brand to attract and retain the right people, and positively influence employee experience
- Introduce more innovative recruitment and retraining strategies, with a clear focus on hard to fill posts
- Modernise recruitment practices to engage the right candidates, internally and externally
- Develop our approach to career development and succession planning which identifies and nurtures talent, and is fair and robust
- Be creative in our approaches to secondments, transfers and access to opportunities for development, for those working within the Council and across the Community Planning Partnership
- Develop a Managers Induction Programme to offer support, along with learning and networking opportunities
- Continue to invest in young people to develop career paths, targeting occupational areas of growth and hard to fill posts
- Broaden the scope of Job Families across the Council to support potential sustained employment during periods of transformation and change

Outcomes:

5. Perth & Kinross Council is recognised as a 'great place to work' by employees across the employee lifecycle (from recruitment to exit)
6. We can evidence a positive recruitment experience for all candidates



- *Recognised the importance of connecting with colleagues to share knowledge and skills and develop a sense of community within the Council – developed a range of learning opportunities which promote physical and mental health and wellbeing*
- *Maintained Healthy Working Lives Bronze and Silver Awards.*
- *Continuing to offer employees a free Winter Flu vaccination, in partnership with NHS*
- *Reviewed mobile and flexible working to better support work / life balance*
- *Committed to supporting employees with caring responsibilities – achieved Carer Established status*
- *Developed a policy to encourage employees to volunteer within their communities*
- *Continuing our focus on equality and diversity; established a LGBTi+ staff network*

Priorities:

- *Continue developing our commitment to promoting employee health and wellbeing in the broadest sense (including mental and physical health, ways of working and resilience)*
- *Further developing the type of support on offer for those transitioning to new ways of working and new roles*
- *Continue to work with our trade unions to further support positive employee relations*

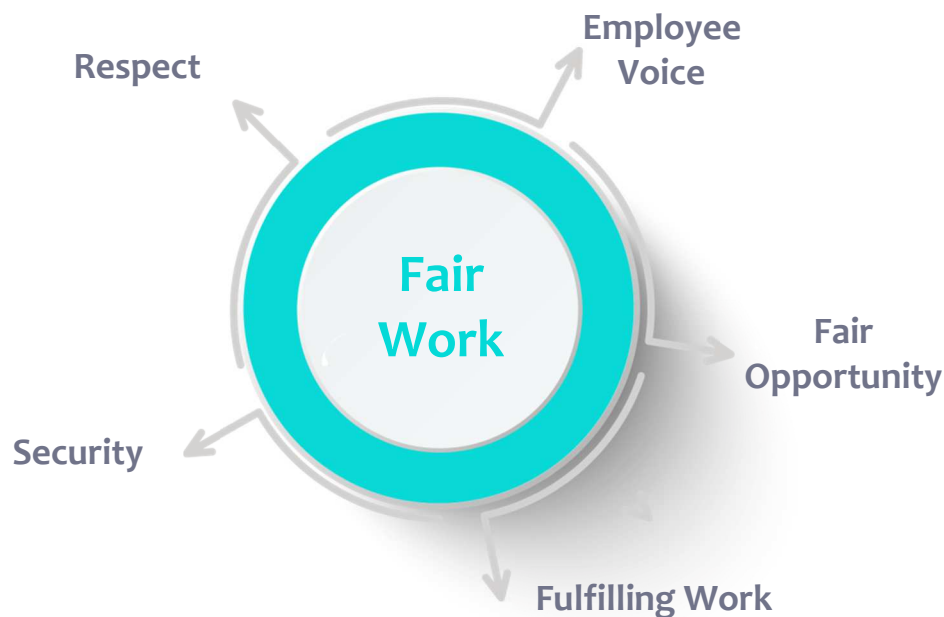
Healthy Working Lives

Achievements:

- *Delivered targeted resilience training to support individuals, teams and services*
- *Developed a range of approaches to ensure people feel supported and informed when experiencing change at work*
- *Continuing to provide Occupational Health Services including physio and counselling, and also advice for managers*

Outcomes:

7. A healthy workforce: increased promotion / uptake across the range of health, wellbeing and resilience initiatives and opportunities available to support people to perform their best at work, and maintain a positive work / life balance
8. Engaged and motivated staff with the skills, behaviours and resilience to adapt positively to change



Achievements:

- Consulted with our employees and Trade Unions to gain insight into their experience of Fair Work within Perth & Kinross Council and used this information to shape our practices
- Conducted an annual employee survey (over a 10 year period) as a means of understanding what is working well for employees, and to drive improvements

- Piloted Pulse Surveys within Services to gather real-time feedback on key issues
- Added Futures Thinking conversations to the range of employee engagement mechanisms in place, enabling staff based centrally and in localities to meet directly with members of the Executive Officer Team, and share experiences and ideas
- Supported shadowing, mentoring and coaching across the organisation and with other local authorities, CPP organisations and Scottish Government
- Maintained a fair and robust pay and grading structure
- Demonstrated our long term commitment to paying and promoting the Living Wage
- Developed and promoted a comprehensive range of employee benefits

Priorities:

- Increase work and training opportunities for young people and adults with mental and physical disabilities, and those who are care experienced
- Review the use of temporary contracts to give greater certainty of earnings for staff and improve stability in Services
- Develop new ways of encouraging employee voice, which support engagement and feedback
- Expand learning opportunities across localities utilising technology and internal expertise across the Council and CPP organisations
- Continue to promote a positive culture of equality, diversity and fairness across our workforce
- Review HR policies and procedures (including pay and benefits) as part of a 3 yearly review programme

Outcomes:

9. Inclusive and progressive working environment which encourages and supports diversity and growth, and where people can be themselves at work
10. Employees experience a sense of purpose, community and fulfilment, both within their job role, and as part of the wider Council

Making It Happen

We are an ambitious Council with a clear vision, aims and aspirations for our workforce. Elected Members will scrutinise and review the performance of the People and Culture commitments within the Corporate Plan. An annual report to Council will continue to ensure elected members are updated on the progress in developing our workforce – preparing our people for an emerging future, creating a learning ethos and a growth mind-set, developing leadership at all levels, encouraging healthy and resilient employees and reshaping the workforce.

The **Executive Officer Team** has overall responsibility for all workforce and organisational development strategic and plans. It will determine priorities and recommendations to Elected Members for future developments.

The **Corporate Management Group** has responsibility for the implementation, monitoring and review of the Corporate Workforce Plan. It will scrutinise and review performance against outcomes on a regular basis, and provide progress reports to the Executive Officer Team.

Service Management Teams

Workforce planning is a core management responsibility, with professional support from human resources and organisational development teams. Managers utilise the tools available within our strategic planning framework, such as How Good Is Our Council, Business Management and Improvement Plans and the Business Dialogue Workforce Planning Toolkit to help them assess changes

in their services and how this may influence their workforce requirements. Workforce planning happens at different levels and is an ongoing and iterative process. For example, assessing the workforce implications is a key step in any service review or transformation project. Team plans and Business Management and Improvement Plans will identify workforce planning and development requirements which will in turn inform actions and initiatives to tackle them. At an organisational level, we will identify solutions and approaches which will be effective across a range of staff groups in order to demonstrate best value, offer the scale and momentum to make a positive difference.

Trades Unions and Professional Associations

We value the contribution and insight from trades unions and professional associations as employee representatives on workforce planning and development. The Employees Joint Consultative Committee and Joint Negotiating Committee for Teachers will be involved in reviewing progress and shaping developments in our workforce plans.

Employees

We will continue to offer opportunities for our employees to tell us what matters to them and what will help their development at work, influence how they feel about work – how they are managed, opportunities for learning and sharing with colleagues and encouraging staff to share their ideas for improvement and innovation.

Conclusion

We are an ambitious Council with a clear vision, aims and aspirations for our workforce. We are committed to investing in and developing our people to achieve their full potential and to make a positive difference to the lives of those within our communities. The Council will continue to modernise and transform and so its workforce requirements will change too. Therefore, building capacity for change by recruiting, retaining and developing people with the skills, attitudes and behaviours is our priority.

In future, our Council will be smaller, more agile, and will focus on delivering services which add the most value to our communities through further collaboration, partnership working and commissioning. Technology will also change the way we deliver our services, as we become smarter, flexible and more efficient.

Our talented and skilled workforce demonstrates their passion and dedication to public service on a daily basis. This provides a solid foundation upon which to transform the way the Council does business and to define a compelling offer to attract and retain staff who share our ambition, commitment and drive to enhance the lives of the people within Perth and Kinross.

12 February 2018