

PERTH AND KINROSS COUNCIL

Strategic Policy & Resources Committee
2 June 2021

CORPORATE WORKFORCE PLAN 2021 - 2023

Report by the Chief Operating Officer
(Report No. 21/84)

PURPOSE OF REPORT

This report seeks approval of the Council's Corporate Workforce Plan for the period 2021 - 2023. The plan has been developed with 3 themes and identifies key priorities and measurable outcomes. These reinforce our commitment to our people and our approach to workforce planning. The Covid-19 pandemic has changed the way we live and work forever and has created an opportunity to build an even better Perth and Kinross. The Corporate Workforce Plan outlines how we will support and develop our workforce to realise our aspirations within the challenging post-pandemic economic climate.

The report also outlines a new project which will take a strategic and integrated approach to people, technology and property to improve how we work as a Council to support delivery of the Perth and Kinross Offer.

1. BACKGROUND

- 1.1 Over the last 10 years, the pace and extent of change have been significant with the Council transforming services and changing how we work.
- 1.2 Our Corporate Workforce Plan – Building Ambition (2018 – 2021) identified key workforce planning issues, referencing specific occupational groups. Outlining initiatives to address identified challenges and opportunities, priorities for action were categorised under four key themes - Attract, Retain and Develop Talent; Healthy Working Lives; Fair Work and Focus on Culture.
- 1.3 Significant progress has been made in achieving our ambitions for our workforce; however, no-one anticipated we would face a global pandemic that has tested and challenged the resilience of individuals and organisations world-wide.
- 1.4 Workforce planning is about getting “*the right people with the right skills in the right place at the right time*”. Never has workforce planning been more critical than during the Covid-19 pandemic when we re-prioritised our work and re-tasked staff to focus on our role as a Category 1 Responder, and provide essential operational services, including those to the most vulnerable citizens in our communities.
- 1.5 The Recovery and Renewal Framework set out the Council's response and recovery to the pandemic. It also acknowledged the clear connection between our response to the pandemic and the Perth and Kinross Offer in action.

- 1.6 In preparing this Corporate Workforce Plan, extensive research, and consultation, as outlined in the Annex, was undertaken into the drivers that will influence the future world of work.

2. PROPOSALS

- 2.1 People continue to be our most important asset and remain at the heart of everything we do. The Corporate Workforce Plan (2021-2023), together with the Medium-Term Financial Plan, Organisational Development Plan, Digital Strategy and Health and Wellbeing Plan collectively set the direction for our internal recovery from the pandemic. It highlights how our workforce needs to develop, within available resources, to achieve our goals. With potential reform, such as the Independent Review of Adult Social Care in Scotland, ensuring our people are prepared and resilient are key.
- 2.2 This Corporate Workforce Plan is designed to be adaptable as we take a proactive approach and prepare for new influences to ensure our workforce supports the delivery of the outcomes of the Perth and Kinross Offer. The Plan will help us create the conditions to meet the future workforce, financial and demographic challenges and requirements of the organisation. This will ensure we have the right skills in the right place when we need them and will contribute to building an even better Perth and Kinross.
- 2.3 During the pandemic, we rapidly changed the way we worked and it is essential that we continue to build on what we have learned. In the challenging economic climate, it is important that we safeguard the health and wellbeing of our current workforce, build in agility and develop new skills to embrace the changing world of work.
- 2.4 Since March 2020, we have had to innovate and collaborate on a scale never seen before and digital technology has become even more essential to the way we work, enabling the continued delivery of our services. It is essential that workforce planning is aligned with digital transformation plans so that we can make best use of people and digital technology to deliver better outcomes. A new Digital Strategy is currently being developed.
- 2.5 Equally important is our developing approach to workplace which will ensure we make best use of our property assets across the office, operational and school estate.
- 2.6 A strong employer brand that supports effective recruitment and retention is key to supporting workforce planning. Just as important as what we do is why and how we do it. The values and behaviours identified through the Perth and Kinross Offer will influence and underpin our organisational culture. This will be influenced by the Organisational Development Plan.
- 2.7 We are ambitious in our aspirations and, as such, the plan sets out what we will deliver over the next two years. It also provides longer term deliverables over a five-year period, which will be reviewed in 2023. This ensures that the plan can evolve to meet changing needs and emerging priorities. It is intended to report progress on the implementation of the workforce plan to the Scrutiny Committee annually.

Building in Agility

2.8 Creating a more responsive and flexible workforce that is multi-skilled, ready to be deployed to a range of settings as and when required and adding most value, will ensure our organisation is future fit. To achieve this, we will:

- continue to invest in and embrace digital technology to embed new ways of thinking and working. Key to this will be a clear digital vision, supporting the development of our people's digital skills as we use digital technologies to transform services for our citizens.
- build on our Flexible Working and Home Working policies and practices to meet the changing organisational landscape and demands, enhancing employee experience and supporting a better work-life balance, while ensuring we meet the needs of our residents
- promote the capabilities of job families to create a more responsive workforce that will allow us to promptly prioritise services and early intervention. This approach will also create opportunities for our staff to grow and develop and reduce our reliance on a temporary workforce, thereby giving greater certainty to staff around their employment.

Evolving our Talent

2.9 As we recover from the pandemic and consider the learning from our response, it is likely that we will see further changes to our organisation including the need to reshape our current workforce to ensure we can deliver our corporate goals. We will:

- encourage innovation and creativity, reduce barriers to getting things done and create efficiencies, as part of the Perth and Kinross Offer.
- explore opportunities to develop and retain our young workforce and thereby create a pipeline of future talent that supports succession planning.
- create an internal jobs market to fully mobilise staff ensuring we have the right skills in the right place at the right time at the right cost. Creating an environment where our people can flourish is key to retaining talent, particularly in areas of expertise. Re-examining and being more creative in our approach to internal moves will enable our people to move around the organisation with minimal bureaucracy and encourage them to look within the Council when they are ready to make their next career move.
- implement the Senior Leadership Job Family to provide clear expectations of our existing and future leaders, along with career pathways.

Refreshing our Employment Offer

- 2.10 Building a strong employer brand will be key in attracting and retaining our workforce for the future. Now is the time to be bold and share our stories of the incredible work we do, working with partners and our communities which will inspire the next generation of public servants. We will:
- create a modern, efficient recruitment process and experience that appeals to the talent of the future, emphasising our values and the opportunity to make a difference as well as enhancing our online presence to help to attract the best candidates.
 - further develop our induction and welcome to the Council, starting at the point of job offer and instilling a sense of belonging.
 - focus on fully utilising social media and on-line platforms to raise our profile and promote our reputation as an employer of choice.
 - improve the employee life cycle experience for all by progressing improvements to our HR systems and processes so that the experience is reflective of our stories. Exploring opportunities that offer ease of access, building a data platform for sharing data and working collaboratively will drive better decisions. Increasing data literacy skills will be key to making full use of our data.
 - prioritise equality of opportunity for all and seek opportunities to further reduce or eliminate discrimination and bias.
- 2.11 An implementation plan has been developed which details how the actions contained within the Corporate Workforce Plan will be delivered and the measures of success. In addition, communication of the plan will be undertaken on a planned approach to ensure that it is inclusive and meaningful for all staff.

3. WORKING SMARTER FOR PERTH AND KINROSS

- 3.1 In recognition of the inter-connectedness of workforce, digital and use of property, a new project is being established to take a strategic and integrated approach to people, technology and property to improve how we work as a council to support delivery of the Perth and Kinross Offer. This project will take a longer term view and build on the work of the Re-mobilisation Group, which was established during the first lockdown in May 2020. It currently has a focus on safe working operating procedures and processes for the return to offices, in accordance with Scottish Government Guidance.
- 3.2 Working smarter means being more flexible about when, where we work and how we use space and technology to find new and more effective ways of doing things. This project will support the delivery of the Perth and Kinross Offer - workforce, digital and our property estate are the core resource functions which are strategic enablers for change.
- 3.3 The intended benefits from this work which together will help deliver better outcomes for our communities are:-

- improved collaboration – among staff and with others
- better productivity
- improved employee experience and work – life balance
- positive benefits for recruitment and retention
- more effective use of property/optimising our property portfolio
- reduced carbon footprint
- greater efficiency and effectiveness

4. CONCLUSION AND RECOMMENDATIONS

4.1 Workforce planning is an essential activity to support the Council recover and build from the Covid-19 pandemic. Adopting a more 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.

4.2 It is recommended that the Council:-

- i) approves the Corporate Workforce Plan 2021 – 2023; and
- ii) approves the commencement of the Working Smarter for Perth and Kinross Project.

Author(s)

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Approved

Name	Designation	Date
Karen Donaldson	Chief Operating Officer, Corporate & Democratic Services	20 May 2021

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	None
Workforce	Yes
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	None

1. Strategic Implications

Community Plan/Single Outcome Agreement

- 1.1 The Council Workforce Plan supports all of the Perth and Kinross Community Plan/Single Outcome Agreement priorities of:

- (i) Giving every child the best start in life
- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive and sustainable economy
- (iv) Supporting people to lead independent, healthy and active lives
- (v) Creating a safe and sustainable place for future generations

Corporate Plan

- 1.2 The Corporate Workforce Plan relates to the achievement of all Council's Corporate Plan Priorities of:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

2. Resource Implications

Financial

- 2.1 There are no financial implications arising directly from this report.

Workforce

- 2.2 This report sets out our priorities supporting and evolving our workforce to support the future strategic direction of the Council.

Asset Management (land, property, IT)

- 2.3 There are no land, IT or property implications arising from this report.

3. Assessments

Equality Impact Assessment

- 3.1 The proposals contained within this report have been considered under the Corporate Equalities and Fairness Impact Assessment process (EFIA) and has been assessed as **relevant** for the purposes of EFIA. A range of measures have been incorporated into the plan to ensure our arrangements make appropriate provision for all the protected characteristics.

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.3 Under the provisions of the Local Government in Scotland Act 2003, the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009, the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programmes; and
 - in a way that it considers most sustainable.
- 3.4 There are no sustainability issues arising directly from this report.

Legal and Governance

- 3.5 There are no legal issues arising directly from this report. The Executive Officer Team operates an annual programme of workforce governance to maintain strategic oversight of all workforce matters.

Risk

- 3.6 The people priorities and practices set out within this report are designed to ensure the Council is resourced with a skilled, motivated and engaged workforce to enable it to modernise, evolve and realise the organisation's future aspirations.

4. Consultation

Internal

- 4.1 In preparing this Corporate Workforce Plan, the Human Resources Management Team, Senior Management Teams, the Corporate Management Group, Executive Directors and our Trade Unions have been consulted.

External

- 4.2 There is regular and ongoing dialogue with other Councils, partner employers and professional bodies on workforce matters in order to share and develop good practice, explore collaborative opportunities, seek efficiencies and influence the national agenda.

5. Communication

- 5.1 This will be undertaken on a planned approach as and when appropriate.

2. BACKGROUND PAPERS

- Corporate Workforce Plan (2018 – 21)

3. APPENDICES

- Appendix 1 – Corporate Workforce Plan 2021 - 2023