

28 February 2018

CORPORATE WORKFORCE PLAN 2018 – 2021**Report by the Chief Executive****PURPOSE OF REPORT**

This report presents the Council's Corporate Workforce Plan for the period 2018 – 2021. The report identifies key workforce planning challenges facing the Council over the next three years, with reference to particular occupational groups. It also provides an overview of the wider influences at a regional and national level. Priorities and measurable outcomes have been developed under a number of themes which reinforce our commitment to our people and underpin our approach to workforce planning in respect of continued public services reform, the Council's transformation agenda and modernisation of working practices.

1. BACKGROUND / MAIN ISSUES

- 1.1 Workforce planning is getting *“the right people with the right skills in the right place at the right time”*. This is critical at a time when public services are continually transforming, and people's expectations from both employee and customer perspectives are increasing. The pace and extent of change are so significant that there has never been a more important time to set out an ambitious workforce plan.
- 1.2 People are at the heart of our transformation journey. Our positive people practices have helped ensure we have a skilled and dedicated workforce who are committed to making a positive difference to people's lives. What sets Perth & Kinross Council apart as a Council is our collective focus on the connection between leadership, organisational culture and employee engagement to support the level and pace of change required.
- 1.3 The Corporate Plan (insert link for new plan) sets out the Council's vision for Perth and Kinross and the type of organisation we need to be as part of that vision. The Corporate Workforce Plan is part of our strategic framework that ensures we have the right skills and talent to deliver the strategic outcomes.
- 1.4 The Corporate Workforce Plan, alongside the Organisation Development Framework, Transformation Strategy and Medium Term Financial Plan, set out how we are going to reshape the organisation to ensure it is fit for purpose to face the changes, challenges and opportunities over the next three years. It sets out our approach to reshaping the workforce, the Fair Work Agenda, future workforce planning, organisational development and transformation.

- 1.5 The Audit Scotland's report on [Scotland's Public Service Workforce](#) (2013) examined how public sector bodies have changed their workforces since 2009. It also looked at how these organisations have made changes and/or savings and identified what they need to do in future. Audit Scotland concluded that public sector finances will be under pressure for the foreseeable future and that predicting future workforce numbers remains an ongoing challenge for Councils as workforce planning principles do not easily align with a people and partnership based organisation delivering public services.
- 1.6 In March 2014, Audit Scotland published their follow up report on [Scotland's Public Service Workforce: Good Practice Guide](#). The Council's arrangements for workforce planning and management and the proposed Corporate Workforce Plan have been influenced by this Good Practice Guide as well as the [Best Value Toolkit - People Management](#) (July 2010).
- 1.7 Each December, the Council has been presented with an Annual Workforce Report which tells the story of how we have reshaped our workforce as the organisation evolves and created the conditions which support and maintain a high performing workforce, with the talent, capabilities and resilience to meet the changing demands of public services.

2. CORPORATE WORKFORCE PLAN (2018 – 2021)

- 2.1 Over the last 8 years, the composition and size of our workforce has changed as the Council has rationalised its services, implemented new service delivery models, transformed services by prioritising early intervention and prevention and embraced digital opportunities. Our Corporate Workforce Plan describes the workforce development and culture change which has enabled this journey; and then sets out our plans for the next three years.
- 2.2 Future reductions in our workforce will continue to be linked to our future skills requirements, reflecting council priorities and the changing nature of how services are delivered, with particular emphasis on working together with our communities, collaboration and the impact of more online and digital transactions.
- 2.3 Recruiting and retaining people with the right behaviours, attitudes and skills and maintaining a focus on culture are fundamental to the Council's future success. Therefore, workforce planning will continue to link closely with transformation, financial planning and asset management planning.

- 2.4 The Council Workforce Plan identifies the key workforce planning issues facing the Council over the next three years, with reference to specific occupational groups. It outlines initiatives to address these challenges and opportunities and prioritises actions. The actions are categorised under the key themes of:
- Focus on Culture
 - Attract, retain and develop talent
 - Healthy Working Lives
 - Fair Work
- 2.5 We will take a strategic approach to workforce planning and view it as a dynamic process which evolves as new influences emerge and links are strengthened with service planning. 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, and the PPMA Business Dialogue Workforce Planning Toolkit to help them assess changes in their services and how this may influence their workforce requirements.
- 2.6 The Corporate Management Group will continue to have responsibility for the implementation, prioritisation, monitoring and review of the Corporate Workforce Plan. The Corporate Management Group is accountable to the Executive Officer Team for delivering the outcomes set out in the Plan with regular scrutiny of key performance measures.
- 2.7 Annual reports 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, creating a healthy and resilient workforce and reshaping the workforce.

3. CONCLUSION AND RECOMMENDATION

- 3.1 Workforce planning is an essential part of our strategic planning framework. Understanding our current workforce skills, abilities and strengths and our future requirements will help us develop a flexible and agile workforce and plan for addressing potential gaps. Our new Corporate Workforce Plan sets out what we need to do to attract and retain the best people in ever changing labour market conditions; and how to continue to create the right conditions for employees to learn, adapt and flourish in uncertain and complex times.
- 3.2 It is recommended that the Council approves the Corporate Workforce Plan 2018-2021.

Author(s)

Name	Designation	Contact Details
Karen Donaldson	Corporate HR Manager	KADonaldson@pkc.gov.uk
Sandra Flanigan	Corporate Strategy and OD Manager	sflanigan@pkc.gov.uk

Approved

Name	Designation	Date
Bernadette Malone	Chief Executive	14 February 2018

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

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	
Risk	
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 Plan relate 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 people priorities for a learning and agile 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 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Our people priorities enable the council to fulfil its obligations in this regard. Equality Impact Assessments will be carried out for specific initiatives and policies, as required.

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.

Legal and Governance

- 3.3 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

- 3.4 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, transform and deliver its strategic objectives.

4. Consultation

Internal

- 4.1 In preparation of the Corporate Workforce Plan, the Human Resources Management Team, the Corporate Management Group, Executive Directors, Trade Unions, Employer Branding Group, employees and managers who volunteered to be part of a focus group on the plan 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, in line with the actions contained within the action plan.

2. BACKGROUND PAPERS

Corporate Workforce Plan (2013-18)

Audit Scotland “Scotland’s Public Sector Workforce” 2013

Audit Scotland “Scotland’s Public Sector Workforce - Good Practice Guide”
March 2014

Audit Scotland Best Value Toolkit: People Management 2010

Transformation Strategy and Organisation Development Framework - 2015

3. APPENDICES

Appendix 1 – Corporate Workforce Plan (2018 – 2021)