

PERTH AND KINROSS COUNCIL

Strategic Policy & Resources Committee
15 September 2021

CORPORATE WORKFORCE PLAN 2018 - 21

Report by the Chief Operating Officer
(Report No. 21/161)

PURPOSE OF REPORT

This report showcases the key achievements from the Council's Corporate Workforce Plan – Building Ambition for the period 2018 - 2021.

1. BACKGROUND

- 1.1 The Council's Corporate Workforce Plan – Building Ambition 2018 – 2021 was approved at the meeting of [Perth & Kinross Council](#) on 7 March 2018.
- 1.2 The plan identified key workforce planning challenges during the period with reference to specific occupational groups. Outlining initiatives to address identified challenges and opportunities, priorities for action were categorised under four key themes – Focus on Culture, Attracting, Retaining and Developing Talent; Healthy Working Lives and Fair Work. Ten outcomes were identified.
- 1.3 People are at the heart of everything we do, and this commitment underpins our approach to workforce planning, ensuring that we have the right skills and talent to deliver our strategic outcomes.

2. ACHIEVEMENTS

- 2.1 This report follows on from the previous summary, reported to [Perth & Kinross Council](#) (page 303-350) on 19 [December 2018](#).
- 2.2 Appendix A of this report looks back at the key achievements since then and recognises the collective efforts of our people and the progress we have made.
- 2.3 Investment in our workforce and the modernisation and transformation of our services has had a positive impact on the delivery of services to our citizens living in our communities. This has been well documented in Service Business Management and Improvement Plans and Annual Performance Reports.
- 2.4 Significant progress has made in achieving our ambitions for our workforce, however, no-one anticipated that we would face a global pandemic that has

tested and challenged the resilience of individuals and organisations world-wide.

- 2.5 Progress with the third year of our Corporate Workforce Plan was interrupted by the pandemic. Work envisaged to start, progress or complete in 2020/21 was delayed or paused by the pandemic and progress was not achieved in all areas set out. In other areas, work was accelerated, for example our digital needs were paramount to continued service delivery. Where we could, and as our responses allowed, some projects continued to be delivered. Some work has, therefore, been incorporated into the refreshed [Corporate Workforce Plan 2021-2023](#) and will continue to be a focus.
- 2.6 The importance of workforce planning has never been more critical than during the Covid-19 pandemic when we needed to re-prioritise work and re-task staff to focus on our role as a Category 1 Responder, providing essential operational services, particularly to the most vulnerable in our communities.
- 2.7 We recognise that people continue to be our most important asset. With a separate Organisational Development Plan now in place, the Corporate Workforce Plan 2021-2023, approved by Council in June 2021, which sets out our direction for recovery from the pandemic has a more targeted focus. Progress reports on the implementation of this next corporate workforce plan will be reported to Scrutiny Committee annually.

3. CONCLUSION AND RECOMMENDATIONS

- 3.1 Workforce Planning is an essential activity to ensure that the Council has the right skills and capacity to effectively deliver services to our communities. Perth & Kinross Council have always recognised that people are at the heart of all that we do, and our success is reliant on the talent and collective efforts of everyone. Our planning and investment in our workforce in recent years placed the Council in a strong position to respond positively to the global pandemic. Our employees stepped up to the challenges they faced and went beyond all expectations, demonstrating resilience and adapting rapidly to new ways of working as they continued to deliver the best possible services to the people of Perth and Kinross.
- 3.2 It is recommended that the Scrutiny Committee:
- Notes the progress and achievements of the Corporate Workforce Plan 2018 – 21.

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Approved

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	None
Corporate Plan	None
Resource Implications	
Financial	None
Workforce	Yes
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
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 reflects on the outcomes and agreed actions from the Corporate Workforce Plan 2018-21.

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 An Equalities and Fairness Impact Assessment process (EFIA) was carried out on the original plan to ensure the arrangements make appropriate provision for all the protected characteristics. This report reflects on progress of the original plan.

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 reviewed 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 review of the Corporate Workforce Plan, the Human Resources Management Team, Senior Management Teams 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 continue to share and develop good practice, explore collaborative opportunities, seek efficiencies and influence the national agenda.

5. Communication

- 5.1 This will be undertaken as appropriate.

2. BACKGROUND PAPERS

- Corporate Workforce Plan (2018 – 21)

3. APPENDICES

- Appendix A – Key Achievements set out in the Corporate Workforce Plan – Building Ambition – 2018 - 2021