



People and Culture Strategy

Ro-innleachd Daoine is Cultur

2024-28

A Perth and Kinross where everyone can live life well, free from poverty and inequality

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Foreword

Welcome to our People and Culture Strategy for 2024 – 2028. This strategy sets out our commitment to the people in our teams and our communities, and to ensuring that we have capacity and people in the right places to deliver on our vision of a Perth and Kinross where everyone can live life well, free from poverty and inequality.

As a Council we are on a journey of transformation and change, reshaping our organisation to ensure that we are prepared to deliver the best public services we can for the people of Perth and Kinross, focussed on need and within available resources.

Our workforce is fundamental to the achievement of this goal. We recognise the importance of creating an environment which allows our teams to be the best they can be. Ensuring that our people have access to training and opportunities which allow them to develop and to demonstrate the skills, values and attitudes which will meet the needs of our communities, now and into the future.

As a large organisation with teams working in a variety of settings and in a variety of roles there is no single solution to workforce planning. However, by aligning this strategy and action plans to our core values of ambition, compassion and integrity, we are providing a solid foundation to the co-ordinated planning which is needed to deliver a sustainable approach to workforce development across the Council.

As we move forward, we will continue to innovate, adapt, and grow. We will continue to listen, learn, and lead. And we will continue to put people at the heart of everything we do.

Thank you for joining us on this journey.



Thomas Glen
Chief Executive

Introduction

Perth and Kinross is the fifth largest local authority area in Scotland, covering a mix of urban and rural settlements, with 13% of the population living in remote rural areas, and the remainder spread between our villages, towns and Perth city itself.

As a Council we are high performing and ambitious putting residents, communities, businesses and employees at the heart of everything we do.

Our [Corporate Plan 2022/23-2027/28](#) sets out our vision for a

Perth and Kinross where everyone can live life well, free from poverty and inequality

Within this we have identified seven interdependent priorities which, underpinned by our key principles, will determine our delivery plan over the period:

- ❖ Tackling poverty
- ❖ Developing a resilient, stronger and greener local economy
- ❖ Protecting and caring for our most vulnerable people
- ❖ Tackling climate change and supporting sustainable places
- ❖ Enabling our children and young people to achieve their full potential
- ❖ Supporting and promoting physical and mental wellbeing
- ❖ Working in partnership with communities



We are committed to making the best use of public resources and ensuring that we build upon our successes to empower our teams to provide the best services we can. We're also committed to enhancing the quality of life, not just for the people we serve, but also for the people who make our achievements possible: our dedicated and driven employees.

We recognise that they are fundamental to the delivery of our corporate priorities and achievement of our vision within the context of a very challenging financial landscape. This is reflected in one of the principles underpinning the Corporate Plan:

Supporting our workforce to be the best, ensuring they are well-trained and empowered to make decisions.

Our Transformation and Change Strategy is designed to ensure that we have the right capacity and people in the right places working to deliver our corporate priorities, within the resources available to us. Both the Transformation and Change Strategy and the People and Culture Strategy reflect the principles set out in the Financial Strategy and recognise that one of the main drivers for change is prudent financial management and implementing the decisions taken by Council that influence the size, shape of our workforce and what services will be delivered in future.

How we work is based on our values and behaviours framework, which was developed through extensive engagement and consultation with our workforce. Our values are drivers of our behaviours as an organisation and as individuals, influencing the way we work with each other as well as the people and communities we serve. They are weaved through our entire employee journey our recruitment process to our annual performance and development discussions.

Recognising the importance of these values we have placed them at the heart of this strategy, structuring it around our organisational values of **Ambition**, **Compassion**, **Integrity**.

Our objective

To enable the delivery of a sustainable approach to workforce development, and a flexible and agile workforce with the right skills, values, and attitudes to meet the needs of our communities now and into the future.

Our operating context

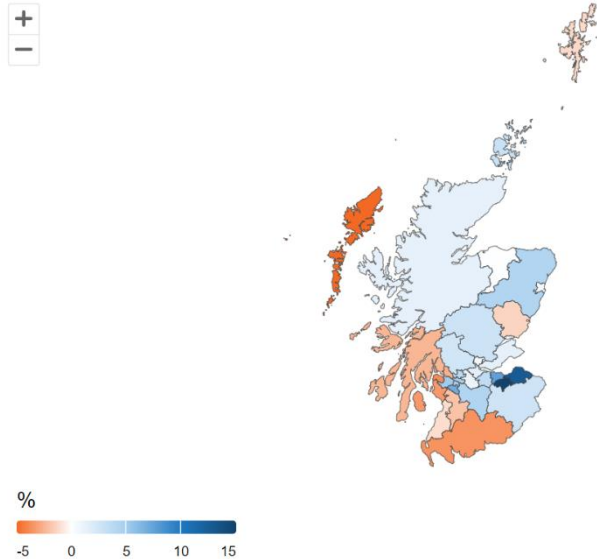
We provide services to individuals, households, communities and special interest groups across Perth and Kinross. From education to supporting our tenants and community councils; from managing our roads and household waste services to planning for the future, we deliver the services and infrastructure needed to make Perth and Kinross a great place to live, work and visit. As part of the Perth and Kinross Health and Social Care Partnership we also work with our NHS partners in new ways to deliver services with and in our communities. Together we work to ensure that people will receive the seamless support they need to live active, healthy and independent lives in their own homes for as long as possible. To deliver the best public services we can across such a diverse range of activities, while remaining focussed on requires effective management of a skilled and knowledgeable workforce.

The profile of the communities we serve is changing. The Census 2022 results show an increase in our population of 4,100 since the previous Census in 2011 (2.8% compared to a Scotland-wide increase of 2.7%). But between 2001 and 2021, there has been a 14% increase, the 7th highest percentage change out of the 32 council areas in Scotland and significantly higher than the 8.2%

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increase in Scotland's population over the same period.

Population change, 2011 - 2022, council areas in Scotland



Source : [Scotland's Census 2022 - Rounded population estimates | Scotland's Census \(scotlandscensus.gov.uk\)](https://www.scotlandscensus.gov.uk)

Demographics – key issues

- **Ageing population** - 37,000 people (24.7%) in our area are aged 65 and over compared to 20.1% in Scotland; an increase of 22% since the 2011 Census. As a result there is an ongoing requirement for the services provided by the Perth and Kinross Health and Social Care Partnership. This increase also highlights the importance of working with both commissioned service organisations and our communities to meet this need. The model of delivery will continue to change with the planned introduction of a

National Care Service and we will adapt our approach in line with this.

- **Fewer children and young people** - Census 2022 indicated that there has been a reduction in our 0-14 years population – 14.7% compared to 15.9% in 2011 and lower than the 15.3% for Scotland overall. We continue to consider and adapt to these changes. This changing profile also requires flexibility and in-demand skill sets from our workforce who deliver social work and care, early learning and childcare and teaching directly to children, young people and their families. It also impacts on how we plan for and manage the provision of nurseries, schools and other infrastructure requirements.
- **Child poverty** - Nearly 6,000 children in Perth and Kinross are living in poverty ([Local Child Poverty Action Report 2022/23](#)). The causes and impacts of child poverty are complex. There is no single solution to poverty as each household's circumstances will differ. The Council has identified this as a key priority and, with partners, will lead action to prevent and mitigate the impacts of poverty for children living in Perth and Kinross.

How we work

Our workforce is united by our shared purpose to deliver the best public services we can, focussed on need and within available resources. To deliver this our people need to be flexible, compassionate and apply a can-do attitude. They also need to have confidence, demonstrating our values and behaviours and the skills to challenge and re-design existing processes to adapt to the

changing needs of those we serve. This is fundamental to delivering the best public services for the people of Perth and Kinross.



As one of the largest employers in the area, we have an important part to play in role-modelling inclusive employment practices. We are committed members of initiatives such as Living Wage, Carer Positive, Disability Confident, Young Person’s Guarantee and the Armed Forces Covenant. These reflect the commitment that we make as an employer to support the different groups within our workforce and our communities. We continually develop and improve the services we provide to place inclusion at the heart of our strategies and plans e.g. the [Joint Carers Strategy](#), [Accessibility Strategy](#) and [Corporate Parenting Plan](#) and specific posts to deliver these e.g. in the Employability, Equalities, Social Care and Communities teams.

As well as providing services to support local residents, as an employer we can also provide opportunities for people to access employment, which can be one of the biggest factors in allowing service users to become self-sufficient. We do this by working with

local partners by for example, providing all our vacancy details to the DWP Job Centre to ensure that jobseekers are aware of opportunities to work with us. We are also working with Perth Autism Support to refresh our policies and practice and develop toolkits to ensure that neurodiverse job applicants and colleagues are supported to access opportunities. Our Modern Apprentice programme recruitment includes a guaranteed interview for applicants who are care-experienced.

Our approach to inclusion is a key aspect of our Fair Work agenda through which we work in partnership with our trade unions to deliver Opportunities, Effective Voice, Fulfilment, Security and Respect to our employees as part of our day-to-day activity.

Our culture

Like many other large public sector organisations, we operate in an increasingly complex environment where the needs of our communities have changed significantly and continue to evolve. This requires our employees to embrace change by being flexible, developing the skills and knowledge to adapt, which allows us to target our resources to those areas of greatest need. We have recognised this through the development and delivery of our ongoing cultural change programme which seeks to support staff to understand the changing demands and expectations of the Council.

Leadership

A key aspect of our Transformation and Change work has been the delivery of a Senior Leadership Review. This review embedded our vision and set the cultural foundations for how we will engage and

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operate with and for our communities in future. All of this was achieved by extensive engagement with employees and communities during 2022/23 to build relations, make connections and create a sense of what we can do together. This new operating model is designed around 4 pillars:

- ❖ Leadership culture and behaviour
- ❖ Leadership engagement across the Council, with partners and communities
- ❖ Leadership and management competence and performance
- ❖ Leadership structures and capacity across the whole organisation

As a result, we have reshaped and restructured our resources to establish new portfolios aligned to our corporate plan priorities. As well as establishing a new executive and senior leadership structure a Leadership Competency Model has been developed which, along with our Values and Behaviours, will further enhance our performance focus providing clarity of both expectations and the support which is available.

We are now undertaking the next phase of reshaping our organisation to carry the focus on our priorities right through every role and team. The newly appointed Strategic Leads will play a critical role in driving and delivering this change both within their area of responsibility and collaboratively across the Council.

Engagement and inclusion

Enabling everyone in our teams to have a voice is fundamental to working together. Ensuring that this is embedded in how we work will support equality of opportunity for all our employees.

All new employees are invited to in-person induction events led by the Chief Executive and Leader of the Council. These in-person events were re-introduced in 2023 and demonstrate the commitment from senior leaders to welcome new employees and share from the outset our vision and what it means to be a public servant in Perth and Kinross Council. These events set the cultural tone and have a focus on sharing and understanding our values and behaviours. The accompanying “connection marketplace” gives an opportunity for new staff to make connections with existing teams and engage with colleagues to gain a greater sense of who we are as a Council, why we exist and what we can collectively achieve for those we serve.

We are strengthening our engagement offer to provide opportunities for our employees to comment on and influence how we work through:

- ❖ More structured one-to-one conversations
- ❖ Focused workshops
- ❖ Events such as the What Matters to You programme in the Health and Social Care Partnership
- ❖ Involving trade unions and employees in developing our new employee survey.

The 2024 employee survey (live from 15 April to 31 May 2024) will produce action plans at team and organisation level which, in line with previous practice, will be followed up using “You Said, We Did” updates. This continuous engagement is enhanced by the implementation of recognition events allowing managers to

acknowledge the contribution of teams and individuals who demonstrate our values and commitment to excellent service.

We will continue to work with our trade union partners to engage openly and constructively regarding the challenges we face in the management and development of our workforce. We will encourage ongoing conversations to ensure their voice is heard as part of that process.

Through our work on the Fair Work agenda we ensure that fairness and equity is at the heart of all the Council's employment practices. We are committed to promoting equality and diversity across our workforce and to actively supporting individuals and groups within our employees. We work to eliminate discrimination, harassment, victimisation or any other prohibited conduct, advancing equality of opportunity and fostering good relations. Equality training forms a part of our induction process ensuring that our employees are aware from the start of their employment journey of the culture we are developing and the support that is available. Other activities include unconscious bias training as a compulsory element of our recruitment process, advice and support for reasonable adjustments to processes and working arrangements and the availability of our Staff Networks which provide peer support and advice.

Empowerment

Our employees are first and foremost public servants. Offering everyone a fulfilling working experience is an essential part of our efforts to make the most of the skills of our employees and to develop the services most needed by our communities. Our "Think Yes" approach to individual and team responsibility empowers our

teams to be the very best they can be to deliver excellent public services for the people of Perth and Kinross.

Growth

Ensuring that our employees have the right skills and knowledge is informed by our understanding of and planning for the required services. Our Leadership for All programme ensures ongoing development and training opportunities for managers and leaders at all levels across the organisation. Our move in 2023 to a longer-term financial planning framework allows our managers and employees to understand how the demands and constraints on our services will change. Our learning and development activity supports employees to prepare for and adapt to planned changes. This will be delivered by enhanced personal and career development tools and changing ways of working including the use of hybrid and revised patterns of attendance, all of which are designed to optimise fulfilment and increase flexibility in our workforce.

Innovation

Having open minds and an innovative approach to opportunities and working arrangements will generate the best possible outcomes for all organisations and our communities. Our model of delivery continues to evolve, and this requires a culture which embraces partnership and collaborative working and the creation and adoption of innovative approaches to service delivery.

We have many rich and productive external working relationships in the area including with our Arms Length External Organisations (ALEOs), Tayside Contracts and partner organisations such as the

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Perth and Kinross Association of Voluntary Service (PKAVS). These produce many opportunities for innovative thinking in service design and delivery.

Supporting this, our Digital Strategy outlines the need for bold digital leadership that upholds 'One Council' values. Our forward-looking approach to digital work allowed us to swiftly adapt to the challenges of the pandemic. We have continued to build on this with a proactive and forward-thinking Digital Skills team ensuring that our employees have access to learning and tools which allow them to maximise the benefits of the technology we have available. Our development team also work with services to develop in-house opportunities to streamline, digitise and automate processes. Our MyPKC Portal for example provides an efficient way to access many of the tasks employees and managers routinely undertake.

Our people

We must respond to the demands for the services we deliver and changing expectations of the employees who deliver them. For example, we have an intergenerational workforce and this brings different expectations and poses different challenges e.g. attracting young workers to local government, losing the skills and knowledge of workers choosing to retire early and the impact of aging employees continuing to work. We are aware that what an older worker wants from work is very different from a young person. Working to meet these different expectations is an important means to addressing retention issues in specific areas.

The extended period of home and then hybrid working experienced by some of our employees has generated an ongoing review of our

approach to hybrid working. There are opportunities to be explored in how this can facilitate the achievement of our priorities and support our employees and we will continue to develop this. However a hybrid work style is not an option available to the majority of our employees due to the nature of the work they undertake. Our Flexible Working Framework provides the foundation to allow other forms of flexible working options including different working patterns, the application of special leave provisions and use of career breaks. This will continue to be developed during the life of this strategy.

As at 1 May 2024 our workforce of 5,878 employees is predominantly:

- ❖ Female (73%)
- ❖ White (98%)*
- ❖ Non-disabled/ experiencing a long term health condition (98%)*
- ❖ Permanent (90%)
- ❖ Full Time (61%)

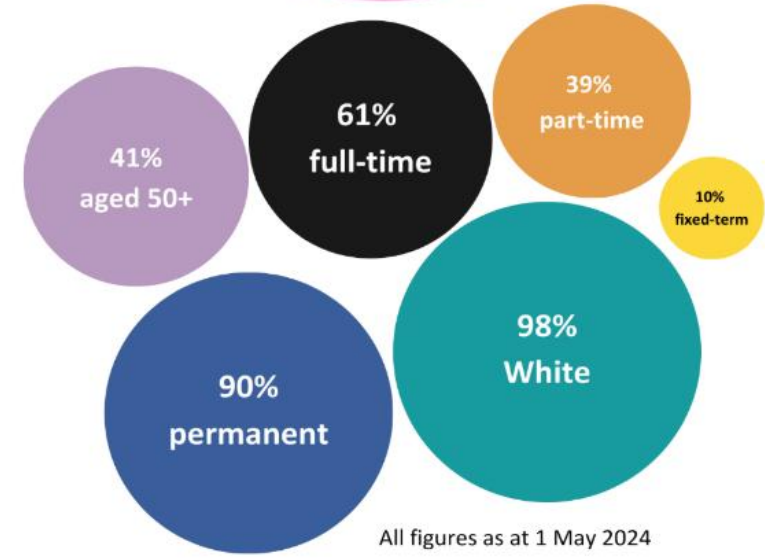
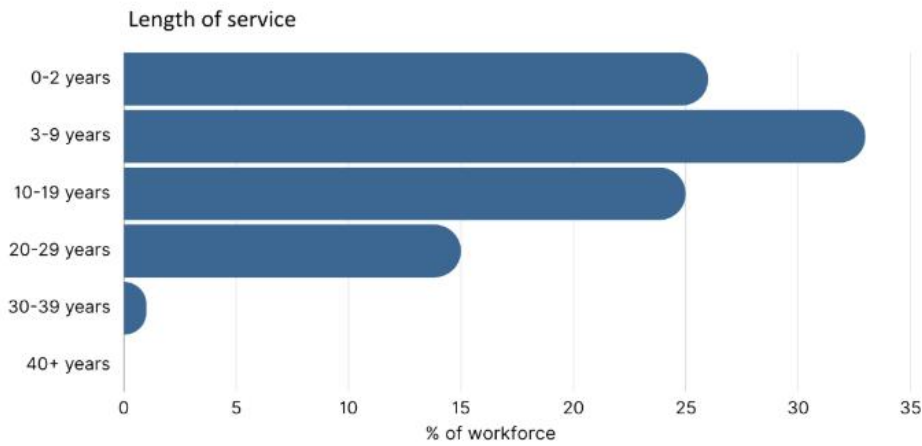
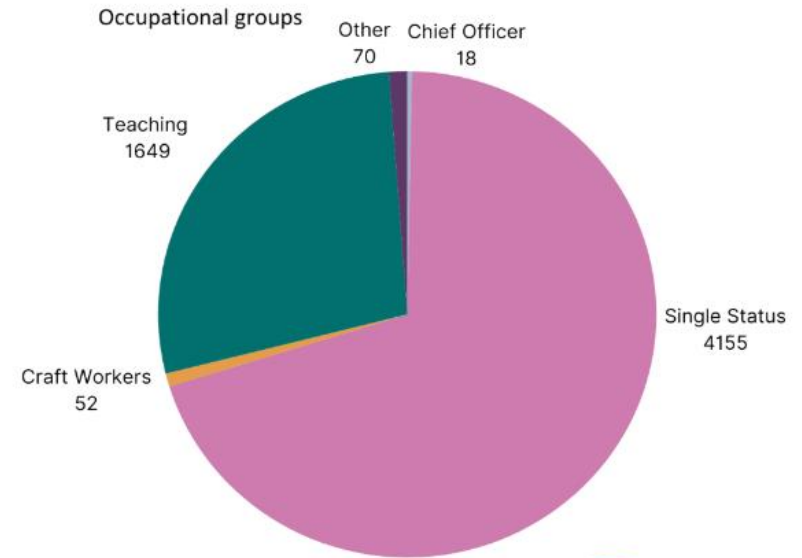
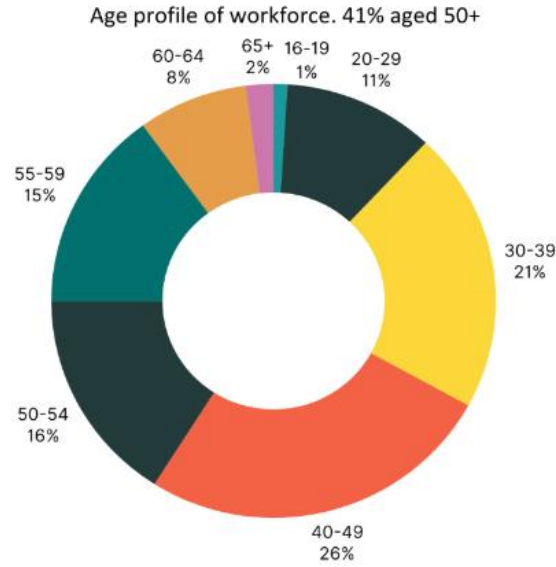
*of those who provided a response

With:

- ❖ A median workforce age of 45 compared to a Scottish median age of 43 and Perth and Kinross median of 48 (40 - 49 being the most common age group)
- ❖ An average service of 11.2 years and turnover of 10%
- ❖ Approximately 1,600 employees having access to hybrid working arrangements

- ❖ Around 33% of our workforce working outside of a “Monday-Friday, 9-5” pattern and 12% scheduled to work over weekends
- ❖ Technical, Administrative and Support roles (TAS6, 7, and 8) being the most common grade

Workforce information (May 2024)



Along with other employers we continue to experience difficulties in attracting new employees because of increased volatility in the number of people looking for work and increased demand/advertised vacancies. Scotland's Labour Market Trends report (published in April 2024) showed a reduction in the unemployment rate and corresponding increase in the employment rate which demonstrates a continuing challenging recruitment market.

Our offer has been enhanced in the past 12 months with the launch of a dedicated platform providing access to a wide range of employee benefits designed to help employees' physical, mental and financial wellbeing. This sits alongside ongoing health and wellbeing advice and support from an Occupational Health provider and peer support Staff Networks.

We have also adapted to the challenges faced in recruitment with increased innovation in how we make use of social media, including videos and advert design. Although having a positive impact for some roles, 27% of posts advertised in the 12 months to April 2024 were re-advertisements for particular occupational groups. Re-advertising activity has not only been in our traditionally hard to fill positions in areas such as social care, social work and specific teaching posts, but is now extending into regulatory roles e.g. Clerk of Works, Environmental Health and Trading Standards Officers, technical positions including Planners, Architects and Building Standards Officers and other positions in our Health and Social Care Partnership such as Occupational Therapists.

Learning from experience

We will continue to review, refresh and tailor our approaches to adapt to meet arising and ongoing challenges during the lifetime of

this strategy. This includes the evolving model of delivery in Social Care where there is an increasing need from our communities. We will continue to work together with our partners and commissioned service providers to use our collective resources to ensure the right skills are available and statutory minimum staffing levels are maintained. In 2023 we launched a targeted campaign to attract new employees into social care. This included social media campaigns and other advertising, and it delivered excellent results. Sustaining this impetus and outcome in the short term is essential while looking at alternative approaches to how service delivery is organised in the longer term.

We will continue to engage with national initiatives for targeted occupational recruitment and retention campaigns, such as the recent national pilot of Modern Apprenticeships in Building Standards. Our participation resulted in the recruitment of two Modern Apprentices in these roles and the incorporation of these roles in the related career pathway and future succession planning.

We will build on existing tools and previous experience through internal redeployment e.g. the Learn to Teach initiative to develop our existing talent. This approach builds on the values and behaviours which already exist within our current workforce and gives them the new knowledge and skill sets required to deliver the services needed by our communities.

As we continue our journey of transformation and change to reshape our organisation, we are aware of the context of delivering a budget saving of £1.6M over the next three financial years. This second phase of our Leadership Review will be delivered within the context of examining the structures and capacity we need across

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the whole organisation to ensure that our approach to focussing on need and alignment to our Corporate Plan priorities is embedded at all levels of leadership. In reviewing our middle management group, we need to balance the need for stability drawing on experience and expertise of our existing staff whilst establishing a framework for the identification and development of our next cohort of leaders. It is important that we transition to the new operating model in a safe, structured and planned way. The existing age profile of middle management/leaders (those in Team Leader and Service Manager positions) indicates that 72% are aged 50+ and 13% are over 60. Identifying future talent is also important to ensure that we continue to have the right skills, values and behaviours needed to lead across our organisation in future. Services will continue to ensure that effective resource planning is embedded into operational activity to maintain effective service delivery and mitigate any risk arising from potential loss of skills, knowledge and experience in key roles.

Our values and aims

Our values and behaviours define not only how we deliver the services that the people of Perth and Kinross need, the expectations we have of our employees and how we can support them, but they also underpin the fact that people are at the heart of what we do.

Our One Council approach will flourish through a focus on empowering our staff to be part of the best possible teams, connecting with each other and our communities, by thinking yes, putting people before processes, and by having business heads and social hearts.

Ambition

We have an ambitious Corporate Plan vision and priorities to deliver. Adopting a mindset of continuous improvement requires everyone to generate and be open to the creative ideas and opportunities needed to realise this. Everything we do must contribute to taking forward the design and delivery of the best public services we can for the people of Perth and Kinross, focused on need and within available resources. We do this most effectively by taking an evidence-based approach to decisions, avoiding unnecessary bureaucracy, and by working together across teams and by thinking yes.

Our leadership will work together and across service areas to deliver the actions required to achieve the priorities we have set out. They will be required to be innovative and take responsibility for their own performance and that of their teams. Considering new ways of working, maximising existing and new technology to make processes as efficient as possible for our customers and our employees and working with partners, ALEOs and other local authorities to deliver effectively will be key aspects of the work of our leaders. We will do this through the identification and development of future leaders at an early stage in their careers using our competency model and values and behaviours as the basis for the model of their development, career grade structures including apprenticeship and graduate programmes and complimenting these through the opportunities offered by external networks to provide a different focus to their thinking.

Ambitious for our people

Our Values and Behaviours Framework, and Leadership Competency Framework clearly demonstrate the attitudes, behaviours and skills that our employees need to enable them to be successful in their roles. We need to emphasise these in our recruitment process under the banner of a “One Council Employee” and to ensure applicants understand the expectation that they will be flexible in what, where and how they deliver the best public services for the people of Perth and Kinross as well as creating the opportunities for their own ambitions to be achieved.

In addition, our managers and employees have access to a suite of supporting tools to improve the design and delivery of our services including:

- ❖ Job Families Framework
- ❖ Framework for Managing Workforce Change
- ❖ Internal-only vacancy opportunities
- ❖ Leadership and management development opportunities
- ❖ Career grade structures
- ❖ Flexible Working Framework
- ❖ Vocational training and development

In a large and diverse organisation, it is appropriate that different teams will make use of tools that best meet their needs. Our aim is to review and refresh the application of tools to optimise their use to align with future business needs. Embedding workforce planning and development into operational activity will support the delivery of our priorities. We will share best practice across teams and with partners, ensuring that the contribution of our employees is considered at every stage of service delivery.

Our Digital Strategy 2023-27 also provides direction for the way that we deliver these services and the need for our workforce to be open to change, adapt processes and develop skills to ensure that we maximise the benefits that can be harnessed from technology. It mirrors the ambition of growing a culture of “One Council” and recognises that digital transformation is as much about cultural and organisational change as it is about technical change, the input of our employees is key. We recognise that employee investment in innovation, automation, streamlining and sharing frees them up to do what they do best i.e. creates capacity to work compassionately with the people who need our services.

Our Financial Strategy Principles highlight the importance of ongoing, meaningful communication and engagement with our communities, partners and employees to ensure that we can effectively prioritise the delivery of services which we must provide by law and deliver services in the most efficient and cost-effective manner.

Tackling climate change is a priority for the Council. Our Climate Change Strategy and associated Action Plan have been developed to address the necessary action to make both Perth and Kinross Council area and the Council itself net zero and climate resilient. The Climate Action Plan has been divided into eight thematic areas, each requiring contribution from our employees and the development of related skills and knowledge to achieve the targets e.g. our mechanics developing the skills to manage our EV fleet, our property team developing understanding of approaches such as Passivhaus standards.

Compassion

Supporting our employees is of the highest priority as they are our most valuable resource and critical to delivery of our services. Providing clarity on the roles they are expected to deliver and providing an environment where they can feel comfortable being their authentic self allows us to recognise the pressures that different aspects of their lives can place upon them, and means we do all we can to support them to be at work, be engaged, and the best they can be. This will support good mental and physical health and all aspects of employee wellbeing and, in return, develop the commitment that that results in high-performing, compassionate service delivery.

Moving forward with compassion

The need for agility and the importance of this for the organisation to thrive and be productive requires employees to adopt a flexible, resilient and creative mindset equipping them for change. Focusing delivery on the corporate plan priorities and outcomes means we will need to deploy our people in different places and at different times to best meet the needs of our communities.

We have tools to support flexibility in role and working practices e.g. job design, job families, the flexible working framework including the use of hybrid working and differing working patterns, and the framework for managing workforce change and these will continue to be used and developed. Reviewing our processes to ensure agility and freedom from unnecessary bureaucracy will further support our speed of response to business need. The application of these tools will assist our employees to take the

initiative and examine options for their own wellbeing and development during change.

We are further developing the tools that we have in place to support the wellbeing of our employees e.g. the development of a Trauma Informed Workplace, the provision and promotion of an Employee Assistance Programme.

Proactive work to develop resilience and reduce our sickness absence levels is being further developed to optimise attendance and support, not only for those who have been absent but also their colleagues who are at work. From both an employee wellbeing and financial perspective this is one of the most impactful actions we can take.

We also have well established Staff Networks (LGBTi+, disABILITY, Belong, Carers and Women and Men's Health Groups) which provide peer support and a sounding board in the development of policies and practice (and who participated in the development of this strategy). In the face of changing attendance and work patterns of those attending these groups we need to ensure that the support mechanisms and information that are provided meet the needs of all employees to optimise opportunities for access and effective voice. We will continue to work with the members of these groups, our trade unions and other employees to promote the continued value of this approach and ensure the ongoing effectiveness of the groups.

Integrity

Being honest and transparent with our communities, partners and workforce is a key element of how we operate. Behaving in a fair

and consistent manner contributes to building trust in our workforce which supports effective long term workforce planning, engagement, productivity, and development activities.

Working with integrity

The move to a longer-term budgeting cycle has allowed us to understand our workforce requirements over a longer period and share our expectations on demand, transformation and service delivery with external and internal stakeholders earlier. As a result we know that numbers in some areas of work will reduce whilst other areas will need an increased or different type of resource. Being open about these changes now and taking a longer-term approach to resource planning allows managers and employees to explore opportunities proactively and consider the future business and skills needs for those impacted by change. This contributes to the development of a culture which instils confidence and trust in the plans for the future which are being shared. Gathering feedback from employees and other stakeholders, and importantly taking appropriate action as a result, will contribute to that culture. Trust between leaders and their teams requires to be fostered to support this change in environment. Managers will be provided with the necessary tools and skills to deliver difficult messages to customers, trade unions and employees.

Our public commitments to the accreditations awarded to us through Living Wage, Disability Confident (Leader), Developing the Young Workforce, Carer Positive, Equally Safe at Work (Developing) and the Armed Forces Covenant (Gold) requires us to adhere to the principles of each accreditation and deliver specific actions. Continuing to deliver these commitments is essential to build on

the existing trust and relationships that exist in these areas not only with our employees but also with our communities.

Operating in a truthful and open manner is fundamental to being able to progress our corporate objectives and actions.

Action plan

Our identified actions are summarised in the following table where those responsible for delivery and the indicators of success are included. More details and individual actions will be contained in individual service plans.

Working in a changing environment means priorities in our four-year plan will shift and there may be things outside of our control that will change in this period. We have newly appointed senior leadership roles with reconfigured portfolios that we are transitioning as a workforce into. Our culture is evolving and we will require to continue to embed this throughout the employee life cycle to ensure that we have the right people in the right place who are thriving, engaged, performing and developing. This is the beginning of this process and regular review and reporting will ensure continued relevance and provide the opportunity to change related actions to reflect shifting priorities. Consequently, the actions below are those planned for the first two years of this strategy and, although some will continue through to 2028, the timescales for their delivery are noted for this period only.

We will monitor our performance for each action, reporting progress on an annual basis to the Finance and Resources Committee.

Ambition

| Area of focus | Key actions | Responsible | Timescale (indicative, tba by SLT) | Measures of success |
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| Promote the opportunities that PKC offer to potential employees in the most positive way highlighting the importance of a “One Perth and Kinross” employee approach to their PKC career. | Continue with building a strong Perth and Kinross Council brand promoting the ethos of being a public servant that delivers strong and diverse candidate pools ensuring we have the right people with the right attitudes and behaviours, | Strategic Lead, Strategic Planning, People and Performance (SPPP), Service Managers | 2024/25 Q4 | Reduce the proportion of advertised vacancies which remain unfilled and require re-advertisement Reduced staff turnover in first year of employment (2023 = 23%) |

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| | creating a more agile, flexible and effective workforce | | | |
| | Develop a specific offer to attract and retain young people beyond entry roles including apprenticeships and personal and career development opportunities maximising enhanced connections with Further and Higher Education establishments and other organisations such as local DYW support | Strategic Lead SPPP, Service Managers | 2025/26 Q1 | <p>Launch of a structured programme of development opportunities aimed at those under 30</p> <p>Increased retention of those under 30 (currently 18% of leavers)</p> <p>Increased proportion of employees under 30 (2023 = 12%)</p> |
| Develop an integrated set of flexible tools that will allow managers and employees to identify and address opportunities and challenges for our workforce and access the development and support required to give them the best opportunity to | Identify how different tools and technology can be developed and used by managers to facilitate necessary changes from small changes in team structure to complete service re-design exercises and ensure | Strategic Lead SPPP | 2024/25 Q4 | Demonstrate the effectiveness of re-skilling and redeployment processes through the reduced number of voluntary and compulsory redundancy processes |

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| achieve and thrive in those opportunities. | managers understand how this can be achieved. | | | Increased proportion of the workforce are under 30 (12% - May 2024) |
| Develop a strengthened approach to workforce planning that enables proactive workforce planning across Services and external partners, reflects our revised delivery model and links to our corporate priorities to ensure that learning and best practice identified in one area can be adapted and implemented in other Services or with different occupational groups. | Create workforce plans for service and occupational areas identifying likely future gaps and challenges and developing responses to these. | Service Managers | 2024/25 Q3 | Implementation of workforce plans in Strategic Lead areas including the use of succession planning Launch of structured leadership development programme Participation in national development initiatives. |
| | Establish a Workforce Planning Forum bringing together service and occupational group representatives, those with related expertise to ensure delivery of actions, raise awareness of planned workforce changes, inform the development of tools and initiatives and share best practice | Strategic Lead SPPP, Strategic Leads | 2024/25 Q2 | Bi-annual review of workforce plans and initiatives Annual Workforce Planning Report to appropriate committee. |

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| | Use the output from the Workforce Planning forum to inform workforce discussions at Senior Leadership Team, Corporate Priority Thematic Meetings and planning meetings with external partners | Corporate Priority Leads, Strategic Leads | 2024/25 Q2 | <p>Reduced likelihood and overall risk of workforce issues on Corporate Risk Register</p> <p>Cross-service workforce planning initiatives bringing resources together to deliver Corporate Priorities</p> |
| Continue to harness the potential of technology to free up employee time to support our communities in the best way possible | Include workforce implication considerations in the evaluation of proposed digital projects | Strategic Lead, Customer and Digital Services | 2024/25 Q3 | Revised process to allow Workforce Planning Group contribution to Digital Board decision making |
| | Continue to develop our Flexible Working Framework to reflect the needs of our Services, developments in technology and in light of the changing Council Estate profile. | Strategic Lead SPPP | 2024/25 Q4 | Implementation of updated Flexible Working Framework |

Compassion

| Area of focus | Key actions | Responsible | Timescale (indicative, tba by SLT) | Measures of success |
|---|--|---------------------------------------|------------------------------------|---|
| Develop ways of working and programmes to further support the wellbeing of our employees individually and as a collective, maximise our levels of attendance and facilitate excellent performance whilst at work. | Using our operational health and wellbeing plan create a health and wellbeing pathway for change across PKC and the P&K HSCP which identifies the elements of a healthy workforce and the specific steps required to achieve this. | Strategic Lead SPPP | 2024/25 Q4 | Creation and implementation of the Health and Wellbeing Pathway |
| | Review our policies, supporting information and services to ensure that managers are confident in their use and that our employees are supported while at work and during all types of period of absence. | Strategic Lead SPPP, Service Managers | 2024/25 Q4 | Reduced Absence Levels reported annually to the Local Government Benchmarking Framework (2023 Teachers – 8.9 days, LGES – 13 days) |
| Review and enhance the measures which allow employees to feel safe, physically and | Work with trade unions and employees to develop reporting mechanisms to further | Strategic Leads | 2025/26 Q2 | Reduced numbers of reports of violence and aggression |

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| <p>psychologically, and supported at their work.</p> | <p>develop understanding and responses to instances of violence and aggression at work across all roles.</p> | | | |
| | <p>Continue to promote the support available through existing staff networks and wellbeing information and undertake activity to increase accessibility of these resources to all employees.</p> | <p>Strategic Lead SPPP, Service Managers</p> | <p>2024/25 Q4</p> | <p>Increased awareness and participation in staff networks</p> <p>Increased use of Employee Assistance Programme resources</p> <p>Reduced absence levels attributable to mental health</p> <p>Increased levels of protected characteristics disclosure through MyView</p> |
| <p>Develop understanding to allow us to move to a place where we develop, not manage performance and where this is viewed</p> | <p>Review existing policies and practices designed to address performance issues such as the capability procedure, PDD and one to</p> | <p>Strategic Lead SPPP, Service Managers</p> | <p>2024/25 Q4</p> | <p>Increased PDD completion levels.</p> |

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| positively by those involved. | ones/supervision meetings and ensure that employees and managers understand how these support the development of performance. | | | |
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Integrity

| Area of focus | Key actions | Responsible | Timescale (indicative, tba by SLT) | Measures of success |
|---|--|--------------------------------------|------------------------------------|--|
| Recruit and develop employees and leaders who will operate in a way that is true to our Values and act as role models for all colleagues. | Review our recruitment tools and guidance to include an enhanced focus on our Values and Behaviours and incorporate this in the recruitment, induction and on-going development of managers and leaders. | Strategic Lead SPPP, Strategic Leads | 2024/25 Q3 | Increased positive feedback in employee survey (2024 baseline to be established) |
| Explain proposed changes to our recognised trade unions and workforce in a timely manner that allows their participation in long | Use the Fair Work principles to underpin our trade union relationships, particularly Effective Voice, to facilitate open | Strategic Leads and Service Managers | Ongoing | Continued positive trade union relationships. |

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| <p>term planning and responding effectively to the change.</p> | <p>discussion and partnership working.</p> | | | |
| | <p>Provide clear and regular communication to employees using methods that are accessible to everyone.</p> | <p>Strategic Leads and Service Managers</p> | <p>Ongoing</p> | <p>Improved awareness among employees who do not routinely access Eric (intranet).</p> |
| <p>Engage with our employees regularly to gather their views and implement actions arising from this at organisational, Service and team levels.</p> | <p>Create and deliver action plans arising from the 2024 employee survey</p> | <p>Strategic Leads and Service Managers</p> | <p>2024/25 Q4</p> | <p>Year on year increased employee participation level (2024 baseline to be established)</p> <p>Improved results to successive surveys (2024 baseline to be established)</p> <p>Sharing and implementation of action plans.</p> |
| <p>Ensure that our reward and recognition mechanisms are fit for purpose.</p> | <p>Ensure that national agreements are implemented quickly and effectively.</p> | <p>Strategic Lead SPPP</p> | <p>Ongoing</p> | <p>Implementation of nationally agreed pay awards/changes to terms and conditions in a timely manner.</p> <p>Proactive consideration of structures and policies</p> |

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| | | | | <p>ensuring continued appropriate application of agreements.</p> <p>Delivery of at least 4 employee recognition events at Chief Executive and Director/Strategic Lead level per year</p> |
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