

# Securing the Future

Towards 2015 and beyond



*Perth & Kinross Council*



## Our People Strategy

2010 - 2015



# Foreword

The Council's Human Resources Strategy 2007-10 recognised that people are at the heart of everything we do. Perth & Kinross Council is unique in terms of its people - our employees, our teams, our leadership and our communities. Through the hard work, dedication and commitment of our people, we have developed a robust culture of continuous improvement, strong leadership and delivered genuine outcomes for our communities. We have made positive differences in many people's lives through a diverse workforce who help our children grow and learn, care for vulnerable people, protect our communities, and provide services to people who live, work or visit Perth and Kinross.

The Council, like all other public sector organisations, now faces a period of unprecedented challenges with cuts in public services funding. As demand for particular services increases, we need to deliver improving services with significantly less money. We recognise too that the challenges are likely to be longer term.

Against this backdrop, we are confident that our improvement journey in recent years and our prudent financial management have prepared us well to meet the challenges ahead. However, our ability to continue as a successful organisation will again rely on the commitment and talent of our employees working together with elected members, partners and communities to find innovative solutions and deliver efficient and effective services.

Underpinning the Council's approach is to link our planning for our workforce, our finances and our assets more closely together. By doing so we can ensure that we make the best use of the resources available to us.

There is no doubt we need to make radical changes and find better ways of delivering services at much lower cost. We may change, reduce or even stop some services. For our workforce, this means we will need to develop new skills and create capacity

to lead and manage major change and service redesign. We will require our staff to behave differently as we will be doing new things and conducting our business in new ways. We will have fewer staff - although we will continue to employ a large and diverse workforce. And we will have different working patterns and work more flexibly, including greater use of home working and mobile working.

Throughout the changes we need to make, the Council will endeavour to protect services and jobs - we will continue to support our employees emotionally with supportive management and access to counselling, and practically through preparing employees to take on new roles or tasks, and access to other advice and information.

Our new People Strategy sets out our aims and objectives for reshaping and developing our workforce through to 2015. Our people remain at the heart of everything we do and, working together, we will face the challenges ahead. We will continue to rely on the talent and efforts of our people and, as a major employer within Perth & Kinross, continue with ambition and drive to deliver services for people and make a difference in our communities.

  
Chief Executive

  
Council Leader

# Introduction

The Council's HR Strategy 2007-2010 was aptly called 'Securing the Future - Together with our Employees'. Everything the Council has achieved and all it can be depends on our employees - our skills, knowledge, experience, our drive, enthusiasm and commitment, our creativity and innovation and our leadership and management.

As we set out our workforce strategy for the period through to 2015 and beyond, our reliance on our employees becomes even more significant. All of the qualities which make our workforce unique will be called upon to help the organisation work through unprecedented financial challenges and increasing demands for our services.

Our People Strategy 2010-2015 continues to recognise people are at the heart of all we do. We are a people centred business - our employees provide a diverse range of services to the people who live in our communities. Our new People Strategy sets out how this Council intends to reshape our workforce, to be adaptable and embrace new ways of working, to enhance capacity and improve performance and to develop our talent within our workforce and encourage creativity and innovation.

We recognise that every employee will play their part in securing the future for the communities within Perth and Kinross. Our programme of service redesign, efficiency measures and transformation will impact on all our employees in one way or another. Our employees will be encouraged to bring forward ideas and suggestions of what could be delivered differently, and how best to take forward new service approaches to service delivery. Some may learn new skills, take on new roles, work differently in when, where or how they work. Some employees may choose to change jobs or careers within the Council or explore other avenues by moving on to pursue careers or interests outwith the Council. Many employees will also be involved in leading and managing others through these changes.





The next few years will bring many challenges but also opportunities for our people. We will be asking everyone to perform to the best of their ability and fulfil their role in helping the Council to meet the challenges ahead. Our new People Charter sets out what the Council expects of its employees, what we can expect in return from their employer and specifically our managers. Above all our concern will be to treat our people fairly and do our best to protect jobs; we will support our people through the difficult times ahead, help employees make the most of the opportunities available and ensure they are informed and involved in matters affecting their job.

Perth & Kinross Council remains an ambitious Council with a proven track record in providing excellent services - we want to continue to build on our reputation as a high performing and successful Council and recognise that this may mean transforming how services are delivered, and in some cases, making choices about what services we can no longer deliver.

We recognise we need to reduce the size of our workforce because of the reduction in funding, but in 2015 we will continue to employ a large and diverse workforce. Our commitment remains to continue to invest in our employees by promoting healthy and safe working lives, through learning and development and nurturing talent throughout the organisation. We will only Secure the Future - Towards 2015 and beyond with the continued dedication, professionalism and hard work of our people.

# Our People Charter

We recognise that our success as a Council is dependent on the commitment and dedication of the staff who work here. Our Charter sets out the guiding principles by which we will work together to Secure the Future for our communities beyond 2015.

## **The Council will:**

- *Act with integrity, trust, respect, openness and transparency*
- *Promote fairness and equality of opportunity*
- *Value diversity*
- *Promote a culture of pride in working for a high performing Council*
- *Value your contribution and celebrate success*
- *Keep you informed about Council business decisions which affect you*
- *Engage, involve and support you through change*
- *Promote wellbeing within a healthy and safe workplace*
- *Do our best to protect the interests of our employees at a time of change*
- *Consult our recognised trade unions and professional associations on workforce matters*

**Our managers** will lead by example, offering encouragement and support to help you perform to the best of your ability. You can expect:

- *to be clear on your role, duties and acceptable standards of performance*
- *to participate in the Employee Review and Development*



*(ERD) process which establishes clear work objectives, and to have a Personal Development Plan to support learning and development needs*

- *regular and constructive feedback on how you, your Team and your Service are doing*
- *your creativity and ideas for new ways of working to be welcomed and fully considered*

**We ask you** to take pride in being an employee of Perth and Kinross Council, and actively maintain its positive reputation at all times, by:

- *putting your customer first*
- *taking time to understand how you and your Team contribute to the achievement of corporate objectives*
- *getting involved and offering a 'can do' approach*
- *continually improving on your own performance, and the services you deliver*
- *making the best of opportunities to learn and develop*
- *being a team player, building effective relationships, and treating others with dignity and respect*
- *being open to new ways of working, and offering up your own ideas for change*
- *adhering to the Employee Code of Conduct, and, as appropriate to your post, codes of competence or standards*



# Aim

The overall aim of our new People Strategy remains unchanged - it is about having the right people in the right place with the right skills to deliver improved services, greater efficiency and better customer focus. However, the current climate means that our strategy is now clearly focussed on how our people will help achieve the modernisation and efficiencies that are required to meet the financial challenges and future service demand by 2015.

Our People Strategy has four key objectives:

- 1. Reshaping the Workforce**
- 2. Adaptability and New Ways of Working**
- 3. Enhancing Capacity and Improving Performance**
- 4. Developing Talent within our Workforce**

## 1. Reshaping the workforce

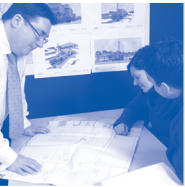
Our objective is:

***“To reshape our workforce so that we retain and develop people with the right skills, abilities and potential to deliver Council aims.”***

Demand for Council services and financial pressures will drive efficiencies, service redesign and rationalisation which in turn determine our workforce requirements. As the Council modernises and transforms its services and ways of working at a time of a reduction in funding, we will need less staff overall. We will also need to review the composition of our workforce as we make decisions about the range and level of services we are able to deliver. We recognise the importance of supporting staff through the changes ahead, with many



requiring support in preparing to take on new roles within the organisation or exiting the organisation. We recognise and value the important contribution our trade unions and professional associations make and will consult them on workforce changes.



### **We will do this by:**

- *Ensuring managers have access to effective advice and support for organisational development, workforce development and service transformation*
- *Providing practical support for employees affected by organisational change*
- *Equipping managers to deal with change and support employees through it*
- *Embedding workforce planning within our everyday management activities to ensure our workforce is equipped to meet the medium and longer term changes in service demand*
- *Exploring ways to reduce our workforce through voluntary means as far as possible, including vacancy management and voluntary severance*
- *Preparing employees to take on new roles when their jobs change or are no longer required*
- *Providing a range of choices for our employees who may wish to work more flexibly, take career breaks, retire early or apply for voluntary redundancy*
- *Promoting the Council as an employer of choice so when necessary we are able to attract, appoint and retain the right people*

### **How will we measure our progress?**

- *We expect to see a reduction in headcount and the number of FTE employees*

- *We intend to avoid or minimise the need for compulsory redundancy*
- *We expect to see an increase in the number of employees who access the support mechanisms available to those affected by change*
- *We will monitor customer feedback on support*
- *We will monitor Employee Survey results and expect to see an increase in*
- *The percentage of employees who feel there is a good fit between the job they do and their skills and abilities*
- *We will develop measures to link HR impact with service performance*



## **2. Adaptability and New Ways of Working**

Our objective is:

### ***“To create a flexible and agile workforce”***

With a flexible workforce who are willing to embrace new ways of working and are committed to continuous improvement and customer focus, we will ensure that the Council can deliver more effective and efficient services. We can achieve this through deploying our employees to meet specific business needs; making best use of flexible working, mobile working and remote working; having flexible HR policies and procedures and ensuring our HR processes and systems are efficient and effective. We will consult our trade unions and professional associations on workforce changes.

### **We will do this by:**

- *Rationalising and reviewing job profiles across the workforce to allow greater flexibility in the deployment of employees*



- *Developing and implementing flexible, mobile and remote working practices to support business improvement and rationalising our property portfolio*
- *Ensuring our HR policies and procedures are fit for purpose and meet the business needs of the organisation*
- *Streamlining HR processes to maximise the benefits of new technology and deliver improvements for both managers and employees*
- *Encouraging a flexible attitude to work and a positive commitment to continuous improvement*
- *Encouraging a greater awareness of the political dimension of the organisation amongst employees*
- *Promoting a strong customer ethos amongst employees through leadership, learning and practice*
- *Developing a corporate approach to customer care training to improve customer service and image.*

### **How will we measure our success?**

- *We will monitor our Employee Survey results and expect to see an increase in*
- *The percentage of employees who feel they have the right tools, equipment and information to do their work*
- *The percentage of employees who feel they are given the freedom to solve problems*
- *The percentage of employees who feel any problems that could stop them giving the best customer service are dealt with*
- *The percentage of employees who say their team are passionate about delivering excellent customer service*

- *We will monitor the effectiveness and efficiency of flexible/mobile working*
- *We expect to see an increase in the percentage of people on the skills register who are redeployed*
- *We expect to see an increase in the number of employees achieving a customer services qualification*
- *We expect to see an increase in the number of generic job profiles across all services*
- *We intend to increase the number of employees who have access to self service through the Resource Link HR and Payroll system.*



### **3. Enhancing Capacity and Improving Performance**

Our objective is:

***“To develop leadership and encourage our employees to do their best at all times”***

The continued contribution of our employees through the challenging times ahead is even more critical to our ability to sustain organisational performance. Recognising the value of employee engagement, effective communication and building trust and loyalty, our leadership and management practices will foster a high performing culture. With a strong focus on people and performance, our approach intends to maximise the potential for being a successful organisation both now and when the economy starts to recover.

**We will do this by:**

- *Being clear on the Council vision and how each of us contribute to it*
- *Developing leadership at all levels in the organisation and enhancing our capacity to deliver change*



- *Focussing efforts on Achieving & Maintaining Standards, Fairness At Work and Maximising Attendance*
- *Promoting employee health, safety & wellbeing*
- *Embedding effective communication and consultation with our employees and our trade unions and professional associations*
- *Providing opportunities to engage all employees in the process of change*
- *Developing managers' skills - in change management, organisational transformation and dealing with challenging and sensitive issues*
- *Building capacity through corporate support, learning, coaching and knowledge transfer*
- *Promoting and valuing equality and diversity*
- *Promoting a strong public sector ethos amongst our employees and upholding the values of the council as set out in the Employee Code of Conduct*
- *Embedding a high performance culture through the development of an appraisal approach*

### **How will we measure our success?**

- *We expect managers to complete our Management Development Programme and apply their learning in the workplace*
- *We will monitor employee relation trends and be responsive*
- *We expect to see an overall reduction in sickness absence (average number of working days lost per Full Time Equivalent employee) and specifically a reduction in the percentage of sickness absence attributable to*

*occupational stress, workplace accidents & work-related ill health*

- *We expect to see a reduction in the number of RIDDOR\* Incidents*
- *We expect to make progress towards attaining the Healthy Working Lives Award*
- *We will monitor our Employee Survey results and expect to see an increase in*
- *The percentage of employees who are clear what is expected of them*
- *The percentage of employees who know how their job contributes to the Council's objectives*
- *The percentage of employees who feel they are treated fairly at work*
- *The percentage of employees who feel they have a manageable workload*
- *The percentage of employees who think their views and opinions at work count*

\*RIDDOR means Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

#### **4. Developing Talent within Our Workforce**

Our objective is:

***“To identify and develop talent within our workforce to ensure we continue to nurture and retain the right people with leadership potential, and the essential skills, abilities and potential for future success”***

Our people make the difference in Perth and Kinross Council, and our journey towards 2015 will be led by the significant



effort and continued commitment of colleagues at every level across the Council. We need to retain and develop the right people, with the right skills, abilities and potential, and harness talent across the Council to help us work through the challenges ahead.



### **We will do this by:**

- *Supporting people to work in new roles, in different ways, and develop new skills*
- *Capturing and understanding individual skills and talents via the Employee Review and Development process, and creating opportunities to make best use of these*
- *Using workforce planning to develop entry level jobs, career paths and succession planning in order to ensure we have the right people with the right skills and abilities and at the right time*
- *Embedding a range of learning interventions within our everyday activities to support corporate, service and transformation priorities*
- *Delivering an effective and relevant Leadership Development Programme, to help managers lead change and improvement*
- *Promoting recognition of good practice and achievement, internally and externally*
- *Creating a culture which encourages creativity and innovation*
- *Celebrating our successes at all levels, within teams, services and across the Council*
- *Fostering and promoting employability across the Council*

## How will we measure our success?

- *We will establish a Corporate Learning and Development Strategy*
- *We will evaluate our Leadership Development Programme and other learning activities*
- *We expect Employee Review and Development / Personal Development Plan completion rates to increase*
- *We expect to see an increase in applications/ achievement for internal and external awards*
- *We will monitor our Employee Survey results and expect to see an increase in*
- *The percentage of employees who feel their role provides them with a daily opportunity to use their strengths*
- *The percentage of employees who feel they receive regular recognition and praise on their performance at work*
- *The percentage of employees who feel their development is encouraged and supported*
- *The percentage of employees with sufficient opportunities to raise issues with their manager, about change at work*
- *We expect to see an increase in the number of entry level posts and placements supporting employability (i.e. apprentices / trainees / future jobs fund/ work trials/ placements)*



# Implementing the Strategy



The strategy will be implemented by the Council through the combined efforts of the Chief Executive, Senior Managers, Managers, Employees and Trade Unions.

The Executive Officer Team, Corporate Management Group and elected members will receive regular updates on the progress of the strategy.

## Review of the Strategy

The Executive Officer Team will review the Strategy on an annual basis to ensure that it is aligned to organisational requirements and is achieving the desired outcomes.

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 Customer Service Centre on 01738 475000.



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