

# Perth & Kinross Council

## Resourcing PKC

Everyone has Something to Offer

2021 – 2023

**Corporate  
Workforce  
Plan  
2021-23**



## Introduction

Our Corporate Workforce Plan sets out our vision to ensure that we have a workforce that will deliver on our ambitions for the future - for our organisation and more importantly for the people of Perth and Kinross - and supports the Community Plan (Local Outcomes Improvement Plan) 2017-2027 and the Perth and Kinross Offer. The Covid-19 pandemic has changed the way we live and work forever and our experiences over the last year have reinforced what we already knew – people make the difference! Our staff, our communities, our volunteers, our elected members, our partner organisations, and local businesses are all working together during these challenging times to make Perth and Kinross an even better place to live and work. As one of the largest employers in the area we have a leading role in being an inclusive, Fair Work employer as we navigate our way through and beyond the pandemic. There has never been a more important time to put people first. Employee’s health and wellbeing is an organisational priority which is integral to the plan, we will work together with staff to support and overcome the extraordinary circumstances we are in now and post-pandemic. This plan sets out in more detail our ambitions around three guiding themes:

**Building in Agility** – During the pandemic it has been, and will continue to be, critical to have the ability to move resources to areas with the greatest need, often at short notice, and utilise the many skills and talents across the organisation to make a meaningful difference. Flexible and remote working is here to stay. Work on what this might look like in Perth & Kinross Council has begun. Many staff have felt they are more productive, have a better work-life balance with less time spent travelling, which also has an additional benefit of reduced air pollution and contributes to our Climate Change Agenda. Focusing on simplified governance and decision-making has empowered staff to work and make decisions more independently, improving things for our people and communities which we want to continue and build on. Flexible and remote working has also brought some challenges and we need to consider the longer-term impact these new ways of working will have on our staff, our leaders and the economy and ensure we continue to evolve so we have the right support, technology, and communication in place.

**Evolving Our Talent** – Knowing our people and their values, skills, experience, and aspirations will enable us to retain, develop and mobilise our talent across the organisation. This will also help to identify any skills gaps so that we can focus on developing our own staff using effective succession planning or recruiting to these areas and creating a pipeline of future talent. Working closely with services, Organisational Development (OD) colleagues and partners in developing workforce plans for the longer term will ensure we are developing our young workforce with the right values, behaviours, and skills for the future.

**Refreshing Our Employment Offer** – The pandemic has raised awareness of the critical role that public servants play in everyday life. Many have put services before themselves to support our children, young people, families and communities and it’s important to share the great work we do and the many roles that contribute. Inspiring a future generation of public servants as well as our own staff who may also be looking for a change in career or to take on a leadership role. How we recruit and welcome new employees who have the right behaviours and mindset into the Council is increasingly important as many

continue to work from home. Continuing to develop technology and find digital solutions to apply, interview and induct employees is essential in this new era of work.

The Corporate Workforce Plan underpins the Perth and Kinross Offer and recognises the interdependencies with several plans including the Organisational Development Plan, Health and Wellbeing Plan, Medium-Term Financial Plan, Digital Strategy and Corporate Property Asset Management Strategy. These along with the Economic Wellbeing Plan, Climate Change Strategy and other emerging plans to deliver the Perth and Kinross Offer collectively set the direction for our recovery and highlight how we will make best use of our resources to achieve our corporate goals. This plan sets out our vision and aspirations over a five-year period, however we recognise that change is needed now, and the priorities set out are what will be delivered in years 2021-23.

Looking forward to 2023, how we work, where we work and who we work with will continue to change so attracting and retaining an agile, resilient workforce with the right values, behaviours, skills, and experience is critical. To help us get there we will make smarter use of our resources and technology; co-design services with staff and service users; recognise that everyone has something to offer; and put people at the heart of everything we do. With potential reform, such as the Independent Review of Adult Social Care in Scotland, ensuring our people are prepared and resilient are key.

Our plan will ensure that we have a talented and skilled workforce that is motivated and engaged, to respond to, and meet the pace and scale of the challenge that is yet to come whilst delivering the needs of the citizens of Perth and Kinross. We are committed to working together and supporting each other to secure a Perth and Kinross where everyone has the opportunity to flourish and live life well.

**Building in Agility** by creating greater flexibility, adopting future fit working practices, and developing multi-skilled roles that can be deployed to a range of settings, as and when they are needed, to meet the needs of our communities

**We Will:**

- ❖ Be innovative in developing an adaptable workforce to ensure continued delivery of services to our communities
- ❖ Create an environment that promotes agile working so that we can make best use of our talent and time
- ❖ Continue to better understand our talent enabling proactive planning for our future workforce needs

What we will deliver	What change will be evident
<b>Priorities 2021-23</b>	
Promote awareness of the capabilities of job families allowing greater flexibility in our workforce	<ul style="list-style-type: none"><li>• Multi-skilled workforce utilising their skills and talents to move around more readily to ensure prioritisation of service delivery and early intervention</li><li>• Increased opportunities for staff to grow and develop</li><li>• Reduced reliance on temporary contracts</li></ul>
Job families, role, and job profiles will clearly reflect the essential digital skills and mindset needed to support new ways of working and future organisational culture	<ul style="list-style-type: none"><li>• Employees both new and current will have a growth mindset, be digitally savvy and have increased opportunities to upskill their digital learning to effectively undertake their role</li><li>• A digitally enabled workforce that has the confidence, tools, and technology to deliver services to our communities now and in the future</li><li>• Emerging changes to working practices that fully utilises technology, transforming the way we work e.g. virtual assessments for services users, extending online and blended learning opportunities for pupils across Perth and Kinross</li></ul>

Review our Flexible and Home Working policies and guidance to ensure they are fit for purpose in the changing organisational landscape

- Introduction of a Remote Working Framework that promotes agility and new ways of thinking and working, whilst contributing to Scotland's Net Zero ambitions
- Employees are equipped and supported to work effectively and flexibly
- Employees have an improved employee experience, better work life balance and are treated fairly

### **Longer-Term Actions**

Innovative approaches to resourcing new ways of working

- Greater flexibility – including who, when and where - tasks are carried out
- Broader use of generic and blended role profiles enabling cross boundary working
- Collaboration, both internally and externally, with sharing of resources between teams, services and partner organisations e.g. specialised hubs, joint recruitment with NHS to Partnership roles

A range of resources available to managers that enables proactive and informed workforce and succession planning and is linked to service and corporate priorities

- Dashboard of data to support managers make informed decisions
- Future resourcing requirements are proactively identified enabling quick and effective re-tasking of staff, as required
- Reduction in skills gaps and hard to fill roles
- Proactive succession planning with staff being nurtured to grow in a fair and robust way in readiness for promoted and hard to fill roles e.g. in engineering, building standards, senior leadership

**Evolving Our Talent** – by creating opportunities for our people to develop and flourish that supports retention whilst ensuring we have a skilled workforce that provides a pipeline of future talent

**We Will:**

- ❖ Build an environment that enables us to grow our own talent, future proofing our workforce requirements
- ❖ Address skills shortages in occupational areas and specialisms to support the retention and development of our talent
- ❖ Explore collaboration opportunities to enrich roles and provide greater career development and progression opportunities

What we will deliver	What change will be evident
<b>Priorities 2021-23</b>	
Develop a fit for purpose, equitable internal jobs market to support the development and retention of our talent	<ul style="list-style-type: none"> <li>• Cost effective, more efficient mobilisation of our existing workforce so that staff fully utilise their skills and talents</li> <li>• Increased opportunities for staff to learn new skills enabling our talent to flourish, creating a more fulfilled, motivated workforce</li> <li>• Employees feel empowered to take greater responsibility for their own career and progression, fostering a sense of loyalty and commitment whilst supporting retention</li> </ul>
Explore opportunities to develop and retain our young workforce	<ul style="list-style-type: none"> <li>• A pipeline of future talent and clear career paths, mitigating risk to service delivery</li> <li>• Increased number of employees aged 16 – 24 years to create our future workforce</li> <li>• Working in partnership, continued support of the Council’s Corporate Parenting role by contributing to improved employability outcomes</li> </ul>

Identify the core skills and behaviours to implement the Senior Leadership Job Family

- Implementation, jointly with Organisational Development, by December 2021 completing the Job Family Framework
- Greater transparency in the skills-set, demands and behaviours of our leaders
- Clear levels of career progression

### **Longer Term Actions**

Develop and implement measures to address skills shortages and hard to fill occupational areas

- Grow our own initiatives providing employees with opportunities to change career
- Effective succession planning across the Council
- Learning that offers employees opportunities to pursue a career in hard to fill secondary teaching roles as well as opportunities to teach more than one subject providing greater flexibility in the deployment of our secondary teachers
- Focused recruitment campaigns that support long term workforce planning
- Reduction in the number of hard to fill roles

Innovative approaches to developing attractive career routes and pathways

- Collaboration with partner, private and third sector organisations to enhance skillset
- Regional career pathways for some specialist and hard to fill roles e.g. roads, construction, that provides opportunities for progression and supports retention
- An academy model and career structure that promotes and attracts people to work in social care
- Career pathways from foundation apprenticeships through to managerial roles such as early years

**Refreshing Our Employment Offer - a strong employer brand that supports a modern, effective recruitment that appeals to talent of the future and supports retention**

**We Will:**

- ❖ Promote Perth & Kinross Council as an employer of choice to attract the best talent
- ❖ Refresh our approaches to engaging with and attracting young talent ensuring a pipeline of future talent
- ❖ Embed our values and behaviours throughout the employee lifecycle to improve service delivery
- ❖ Further develop induction to support employees feel connected to the organisation and quickly settle into their role

What we will deliver	What change will be evident
<b>Priorities 2021-23</b>	
<p>An agile, efficient, and modern recruitment experience that supports managers to attract, recruit and retain the right talent</p>	<ul style="list-style-type: none"> <li>• A strong pool of candidates in response to vacancies enabling managers to recruit the right candidate, first time</li> <li>• Vacancies filled at first advertisement, reducing the number of re-advertised vacancies and maximise productivity</li> <li>• Greater use of technology throughout the recruitment process, including use of social media to attract the best talent</li> <li>• Perth and Kinross Council regarded as an employer of choice</li> </ul>
<p>Values and behaviours developed as part of the Perth and Kinross Offer are weaved throughout recruitment and selection practices as well as employment policies and procedures</p>	<ul style="list-style-type: none"> <li>• Candidates are selected for their behaviours that align with our corporate values</li> <li>• Our workforce promotes and model the Council’s values and behaviours, ultimately improving service delivery</li> <li>• Our workforce is more engaged, adaptable, and resilient</li> <li>• Increased retention within the Council which is balanced with a healthy level of turnover which brings fresh perspectives and new ways of thinking and working.</li> </ul>



Continue to develop our corporate induction offer

- New employees feel supported and connected and are more likely to remain with the Council
- Improved engagement with successful candidates prior to starting employment, helping to foster a sense of belonging
- Networking opportunities to build connections across the organisation

Promote our employer brand and reputation as an employer of choice

- Enhanced social media presence that attracts a wider and more diverse audience and potential future workforce
- Employees are ambassadors in promoting Perth & Kinross Council as an employer

Collaborate internally and with partners to prioritise and progress improvements to our HR systems and processes

- Technology provides a more streamlined and enhanced experience throughout the employee life cycle saving managers time and creating a more positive experience for candidates and employees
- Increased self-service options creating efficiencies and improved service

Proactively address equality and discrimination

- Learning for recruiting managers so they are equipped with the skills and support to ensure a fair and equitable selection experience
- A more diverse workforce that brings a variety of perspectives and promotes a wide range of ideas and perspectives
- Resources to support candidates from all groups to apply for employment
- Further analysis of diversity data to inform and target future actions that supports a more diverse and creative workforce

### **Longer-Term Actions**

Establish closer connections with education establishments and adopt appropriate employment initiatives

- Increased engagement and stronger links with schools, colleges, and universities to promote the Council as an employer of choice
- Increased awareness of the diverse range of roles in local government through career advocates promoting hard to fill roles such as engineering, social work

Enhance manager's induction and create networking and learning opportunities

- Increased methods of feedback to continually improve and evolve the learning experience so it meets the needs of the learner and employer and is fit for purpose in the refreshed working environment
- Promotion of working in local government, the range of career paths and seek opportunities to improve occupation segregation
- Employment initiatives support delivery of essential services
- In collaboration with OD, a Learning Hub that supports the development of our aspirational, new and existing leaders
- New managers are supported to quickly settle into their role as a leader and are more effective sooner
- Leaders are well equipped to effectively manage as the organisation continues to transform and teams become more remote and disparate e.g. managing teams remotely

## Summary

The world of work has seen significant change in the past decade, however, the pace and extent of change that has occurred as a result of the Covid-19 pandemic has never been so rapid in working memory. As Perth & Kinross Council continues to respond to and looks to recover from the pandemic, our Corporate Workforce Plan provides a platform that recognises the workforce challenges we face in supporting with building back an even better Perth and Kinross and the delivery of the outcomes of the Perth and Kinross Offer.

We will build on what we have learned during the pandemic, maintaining the engagement and trust of our people and move forward to create a future fit, agile organisation. Looking forward, the plan sets the direction for ensuring we nurture our talent, developing a more adaptable, skilled workforce that can flourish. Our people are our greatest asset and we need to make best use of our resources and consider new ways of working, embracing factors such as digital technology and a Think Yes ethos to help the organisation to thrive and deliver better outcomes.

We are committed to this Corporate Workforce Plan and working together, across services and with our trade unions and partners, to make Perth & Kinross Council an employer of choice, providing a forward thinking, modern employment journey that enables us to do our jobs well and make a real difference to the people of Perth and Kinross.