Fife Council's Workforce Strategy 2022-2025

Our vision
An engaged and empowered workforce who embrace new ways of working and are committed to making a difference. Our people have pride in their work, the council and the communities of Fife.

Our Workforce

We are proud of our workforce. We recognise that our skills, knowledge, enthusiasm and dedication are what allow us to deliver our services. Our People Matter is our commitment to supporting Fife Council's workforce through a positive culture, good leadership, inclusive experiences, development opportunities and support for employee wellbeing. Making the Council a great place to work.

This document sets out the workforce strategy for Fife Council and provides guidance to Directorates, Services and Teams in making it real for all, in support of the overall aims. Our People Matter is focussed on the future, it recognises the very real resourcing challenges we face and is integrated with the Reform Agenda and the Digital Strategy, to deliver the Plan for Fife.

PLAN FOR FIFE
REFORM AGENDA
OUR PEOPLE MATTER
DIGITAL STRATEGY

Our Future

The strategy acknowledges that the future is not certain as we move through a journey of recover > reform > thrive. Therefore it allows for flexibility to ensure we are constantly able to be proactive in deploying our resources effectively and efficiently. This will include how we use our workplaces to support new and future workstyles.

Fife Council's Digital Strategy identifies areas of focus for us as a digital council with the need for a digital workforce mindset (culture & behaviours) and practice (leadership, performance & skills). Our aspirations under mindset and practice support the development of a digital workforce who are confident to operate new, digital ways of working and service delivery.

> Work is what you do, not where you do it.

> How we work matters and we will be working digitally.

Our Priority Themes

How what we do, and how we do it, makes it feel around here.

Creating a great place to work through inclusion and engagement.

Culture & Behaviours
Leadership & Management
Employee Development
Safety & Wellbeing
Employee Experience

Resilient leaders and managers who empower and support the workforce and role-model positive behaviours.

Employees with the right skills and opportunities - now and for the future.

Health and safety matters and our people are at work and well.

Our Key Outcomes

Employee voice – employees feel they have a voice; we continue to build upon our positive and constructive relationship with our recognised trades unions.

Personal performance – employees understand what is expected of them, how they are performing and how to access support.

Learning & development – employees have the skills and knowledge to fulfil their role and the opportunities to develop for the future.

Health & safety – employees are safe whenever or wherever they are carrying out their role and H&S performance is reported to Scrutiny committee.

Recruitment & retention – employees are recruited and promoted who enable us to achieve our vision and deliver on our goals.

Attendance & wellbeing – employees are actively supported to remain in, or return to, the workplace.

Equalities – the Council understands its workforce better and it reflects the diversity of the local population.

Workforce flexibility – we continually explore new ways of working and the use of digital technology to support it.

Our Responsibility

Delivery of our workforce strategy is the responsibility of us all, as individuals, teams, Services and Directorates.

Corporate reporting against our success measures will be taken annually to the Reform Board.

> Positive change starts with you

Our Actions Matter

Actions must be undertaken at both a Corporate and Directorate level to meet our outcomes and deliver for our workforce across the 5 priority themes.

| Corporate Actions | Directorate Actions |

Culture & Behaviours   How what we do, and how we do it, makes it feel around here

Corporate Actions	Directorate Actions
• Clearly communicate our cultural aspirations. • Set-out the mutual expectations of the Council and our workforce in our joint commitment to make a difference for the people of Fife • Embed the How We Work Matters (HWWM) framework which describes how we are all expected to work • Demonstrate how we treat people around here by putting in place people policies aligned with our cultural aspirations	• Managers drive improvement work to support local culture change. • Each of us must role-model the KNOW, BE and DO of HWWM and challenge those who don't • Apply people policies and procedures with fairness and regard to the specifics of individual situations

Leadership & Management   Resilient leaders and managers who empower and support the workforce and role-model positive behaviours

Corporate Actions	Directorate Actions
• Create a shared understanding of self-leadership and support its practice at all levels • Deliver a community-led approach to leadership to ensure our Fife communities are at the heart of what we do • Create a shared understanding of what it means to have good conversations and provide support to develop individuals' skills • Make easily available, specific leadership learning and development opportunities	• Empower people through a supportive and enabling approach to work and innovation • Work collaboratively with those in other Services, Directorates, partners and community organisations • Practice having good conversations and using coaching approaches. Strengthen these approaches within teams / Services • Support leaders and managers to undertake all mandatory training available to them and create an environment in which to do more

Employee Experience   Creating a great place to work through inclusion and engagement

Corporate Actions	Directorate Actions
• Regularly review pay & conditions strategies to ensure we are fair and fit for the future • Attract a broad range of applicants to help diversify our workforce and create an organisation whose diversity reflects our Fife communities • Create conditions which support a flexible workforce • Deploy employee feedback tools to capture the employee voice • Maintain a positive relationship with our recognised trades unions through direct engagement	• Recruit with the future in mind and try new approaches when jobs are hard to fill e.g. engage with HR about options such as WYI, Career Fairs, liaising with schools, colleges and universities, use of social media • Promote workforce flexibility opportunities e.g. consider apprenticeships or traineeships, role design & development, access to flexible working • Maximise employee participation in employee feedback tools, such as pulse and heartbeat surveys, and act on feedback • Actively engage employees and Trade Union representatives from the early stages of decision making that directly affects them

Employee Development   Employees with the right skills and opportunities now and for the future, working in a culture that enables learning & development

Corporate Actions	Directorate Actions
• Deploy a consolidated performance management model based on the approach of 'having good conversations' • Deliver an accessible learning and development framework in support of How We Work Matters • Deploy succession planning and talent management tools to enable Services to grow talent and fill future business critical roles • Develop essential digital skills for all - no employee left behind	• Ensure all employees have regular performance and development conversations and the opportunity to have an annual development meeting • Support employees to identify suitable development activities and facilitate access during working time wherever appropriate • Use workforce and service planning approaches to set and deliver actions which ensure we meet future workforce needs • Empower employees to act as digital champions to others

Safety & Wellbeing   Working together to build a sustainable culture where health & safety matters and our people are at work and are well

Corporate Actions	Directorate Actions
• Health & Safety (H&S) governed through a single council wide governance structure backed by open, 2-way communications with directorates • Manage risk by working to embed the health and safety management framework (HSMF) so services know 'How Good is My Health and Safety'. Share and standardise good practice • Engage with Directorates, employees and partners to create a culture of safety compliance and care for others • Aid employee wellbeing through the provision of work-life guidance and policies, information sign-posting and practical mental health support	• Maintain and periodically review Directorate H&S governance structure. Ensure active participation and reporting • Use HSMF, other evidence and engagement with employees at H&S Forums to identify and prioritise issues and hot spots • Take action to ensure safe and legally compliant practice • Consider every change/budget reduction proposal for the long-term health, safety and wellbeing risk, including effective mitigation • Ensure early wellbeing support through regular discussion with employees and the signposting of appropriate interventions / tools

Our Success Measures

Employee voice
Increasing uptake of pulse, heartbeat and other Service surveys. Improved scores in repeated pulses. Improved engagement index.

Personal performance
All employees understand what they need to achieve in their job. All employees have access to development opportunities which help them to do their job better.

Learning & development
Increasing completion of all personal mandatory learning. Increasing use of Council online learning opportunities.

Health & safety
Regular performance reporting to Corporate H&S Strategy Group by all Directorates. Annual H&S reporting to Scrutiny Committee undertaken by HR.

Recruitment & retention
Reduced employee turnover for those Services with >15% annual turnover. Increasing recruiting manager satisfaction.

Attendance & wellbeing
Improved attendance. Increasing employee awareness of available wellbeing supports.

Equalities
Improved employee diversity that better reflects that of our Fife communities. Increased workforce representation of young people (age 16–24).

Workforce flexibility
Flexible workstyles accessible to employees in increasing numbers of roles. Increasing use of evolving approaches to recruitment.