Argyll Bute COUNCIL

CONNECT FOR SUCCESS

People Strategy 2024 - 2028

Argyll and Bute Council People Strategy

Every day our workforce finds creative ways to overcome the challenges of reducing budgets and our vast geography, to deliver services to the communities of Argyll and Bute. As the council transforms its operating model to deliver our **Connect for Success** principles, our people remain the single most important asset we have in delivering on our ambitious corporate outcomes. This **People Strategy** outlines the strategic objectives we will achieve in relation to our people over the period until 2028

Linked to our **People Strategy** are our **Strategic Workforce Planning** priorities. We review our strategic workforce planning outlook and assumptions annually and any actions from this review, will be incorporated into our annual people strategy delivery plan.

PEOPLE STRATEGY THEME	EXPLANATION	COMMITMENTS OVER THE LIFE OF THE STRATEGY	CONNECT FOR SUCCESS THEME
Attracting and Keeping Talented people 	In the post-pandemic labour market attracting and retaining talented people is proving challenging in a number of areas: from national shortages in the social work and social care workforce, to the local challenges we face staffing some of our lifeline ferry services to the Islands. Attracting and retaining talent will be key to our council's success over the life of this strategy. We have a lot to offer as an employer. Our unique area means we have to find unique and creative ways to deliver our services. We think that makes us stand out as an employer with interesting roles and opportunities. We can directly contribute to the Council's abplace2b aspirations by developing our employer brand and marketing the varied career paths and favourable employment deal on offer by the council and by continuing to develop a pipeline of talent into our workforce through our **Growing Our Own** activities.	Developing and market our employer brand	Purpose and Mission
		Deliver an employment deal that supports business need and workforce planning priorities	Purpose and Mission
		Redesign our approach to recruitment	Purpose and Mission (abplace2b)
		Grow Our Own talent linked to our risk based workforce planning	Purpose and Mission Data and Evidence Driven Agile
		Deliver actions to support our strategic workforce planning priorities	Purpose and Mission Data and Evidence Driven Agile
		Collect and review data to better understand our recruitment and retention challenges	Data and Evidence Driven

PEOPLE STRATEGY THEME	EXPLANATION	COMMITMENTS OVER THE LIFE OF THE STRATEGY	CONNECT FOR SUCCESS THEME
Providing a positive employee experience	We want our employees to have a positive experience of working for the council. We know that when our employees have the right tools and a positive working environment they can achieve great things. Our goal is to create an environment where everyone can thrive. The **Connect for Success** programme outlines a desired operating model for the council, built on a culture of trust, inclusion, empowerment, collaboration and learning. We aim to make that the experience of everyone who joins our team.	Provide a safe and healthy working environment	Empowerment
		An employment relationship built on quality conversations, trust and psychological safety	Empowerment
		We are an inclusive employer	One council one place Empowerment
		Develop ways to involve employees and capture their voice	Empowerment Involvement
		Leaders will provide clarity on our goals, priorities and standards empowering employees to find innovative ways of achieving them	Empowerment
		Create agile jobs and ways of working.	Agile

PEOPLE STRATEGY THEME	EXPLANATION	COMMITMENTS OVER THE LIFE OF THE STRATEGY	CONNECT FOR SUCCESS THEME
Creating a One Council, One place culture	We have big ambitions for our council and our area and we recognise that working together with each other and with our partners is the best and most effective way to achieve those ambitions. To support our **Connect for Success** programme our leaders will collaborate across team and organisational boundaries for the greater good of our area. They will empower their teams to come up with creative and cost effective approaches to delivering the services that support achievement of our mission and purpose As a leader for our area, we want to make it as easy as possible for individuals and groups to work with us in achieving the best outcomes for Argyll and Bute.	Identify opportunities for and ways to make partnership, codesign and collaboration easier	One council one place

PEOPLE STRATEGY THEME	EXPLANATION	COMMITMENTS OVER THE LIFE OF THE STRATEGY	CONNECT FOR SUCCESS THEME
Supporting Learning and Growth	We want to encourage and develop a growth mind-set at individual, team and organisational level. We will create a culture where reflection and learning is celebrated and helps us to improve and continuously develop our approach at all levels. Our leaders will take their own development and growth seriously, adopting a growth mindset, championing change and embedding a culture of reflection and learning within their teams.	Embed coaching to support learning and change	Learning council Empowerment
		Redesign our corporate learning programme	Learning council Empowerment
		Redesign our leadership development to deliver our target operating model and make our council a great place to work	Learning council Empowerment
		Acknowledge and celebrate our successes and share learning when things don't go to plan	Learning council Empowerment One council one place

PEOPLE STRATEGY THEME	EXPLANATION	COMMITMENTS OVER THE LIFE OF THE STRATEGY	CHANGE PROGRAMME THEME
Championing Change and Innovation	We will continue to champion change and find innovative ways to deliver our services. In the context of a challenging financial climate we will focus on using data and evidence to support our decision making ensuring the changes we make will have the biggest impact on our priorities.	Redesign our approach to performance management to support our target operating model	Purpose and Mission Learning council
		Improve and simplify our people processes	Empowerment Making the most of technology
		Our workforce are digitally enabled	Making the most of Technology
		Our workforce are data literate	Data and Evidence Driven

CONNECT FOR SUCCESS

FURTHER INFORMATION

For further information please contact:

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