



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
<p>Attracting and Keeping Talented people</p> 	<p>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.</p> <p>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.</p>	<p>Developing and market our employer brand</p>	<p>Purpose and Mission</p>
		<p>Deliver an employment deal that supports business need and workforce planning priorities</p>	<p>Purpose and Mission</p>
		<p>Redesign our approach to recruitment</p>	<p>Purpose and Mission (abplace2b)</p>
		<p>Grow Our Own talent linked to our risk based workforce planning</p>	<p>Purpose and Mission Data and Evidence Driven Agile</p>
		<p>Deliver actions to support our strategic workforce planning priorities</p>	<p>Purpose and Mission Data and Evidence Driven Agile</p>
		<p>Collect and review data to better understand our recruitment and retention challenges</p>	<p>Data and Evidence Driven</p>

PEOPLE STRATEGY THEME	EXPLANATION	COMMITMENTS OVER THE LIFE OF THE STRATEGY	CONNECT FOR SUCCESS THEME
<p>Providing a positive employee experience</p> 	<p>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.</p> <p>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.</p>	<p>Provide a safe and healthy working environment</p>	<p>Empowerment</p>
		<p>An employment relationship built on quality conversations, trust and psychological safety</p>	<p>Empowerment</p>
		<p>We are an inclusive employer</p>	<p>One council one place Empowerment</p>
		<p>Develop ways to involve employees and capture their voice</p>	<p>Empowerment Involvement</p>
		<p>Leaders will provide clarity on our goals, priorities and standards empowering employees to find innovative ways of achieving them</p>	<p>Empowerment</p>
		<p>Create agile jobs and ways of working.</p>	<p>Agile</p>

PEOPLE STRATEGY THEME	EXPLANATION	COMMITMENTS OVER THE LIFE OF THE STRATEGY	CONNECT FOR SUCCESS THEME
<p data-bbox="188 448 479 564">Creating a One Council, One place culture</p> 	<p data-bbox="562 432 987 1038">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</p> <p data-bbox="562 1062 987 1230">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.</p>	<p data-bbox="1093 432 1518 528">Identify opportunities for and ways to make partnership, codesign and collaboration easier</p>	<p data-bbox="1621 432 1899 456">One council one place</p>

PEOPLE STRATEGY THEME	EXPLANATION	COMMITMENTS OVER THE LIFE OF THE STRATEGY	CONNECT FOR SUCCESS THEME
<p>Supporting Learning and Growth</p> 	<p>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.</p>	<p>Embed coaching to support learning and change</p>	<p>Learning council Empowerment</p>
		<p>Redesign our corporate learning programme</p>	<p>Learning council Empowerment</p>
		<p>Redesign our leadership development to deliver our target operating model and make our council a great place to work</p>	<p>Learning council Empowerment</p>
		<p>Acknowledge and celebrate our successes and share learning when things don't go to plan</p>	<p>Learning council Empowerment One council one place</p>

PEOPLE STRATEGY THEME	EXPLANATION	COMMITMENTS OVER THE LIFE OF THE STRATEGY	CHANGE PROGRAMME THEME
<p>Championing Change and Innovation</p> 	<p>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.</p>	<p>Redesign our approach to performance management to support our target operating model</p>	<p>Purpose and Mission Learning council</p>
		<p>Improve and simplify our people processes</p>	<p>Empowerment Making the most of technology</p>
		<p>Our workforce are digitally enabled</p>	<p>Making the most of Technology</p>
		<p>Our workforce are data literate</p>	<p>Data and Evidence Driven</p>



**CONNECT
FOR
SUCCESS**

FURTHER INFORMATION

For further information please contact:

HR Advice Line

HRemployeerelationsenquiries@argyll-bute.gov.uk

Telephone number – 01546 605513 Option 2



Bute • Helensburgh • Islay • Oban • Mull • Campbeltown • Iona • Dunoon • Tiree • Lochgilphead • Seil ...

#abplace2b