

# **PERTH AND KINROSS COUNCIL**

**19 December 2018**

## **BUILDING AMBITION – DEVELOPING TALENT**

### **ANNUAL WORKFORCE REPORT 2018**

**Report by Chief Executive (Report No. 18/418)**

#### **PURPOSE OF REPORT**

This report provides an overview of the key achievements since the last workforce report in 2017 and the approval of the Corporate Workforce Plan in February 2018. It also sets out the workforce priorities for the forthcoming year.

#### **1 BACKGROUND / MAIN ISSUES**

- 1.1 The Council's Annual Workforce Report 2018 is a statement of the progress we have made in developing our workforce – preparing our people for an emerging future, creating a learning ethos and a growth mind-set, developing leadership at all levels, creating a healthy and resilient workforce and reshaping the workforce.
- 1.2 The report includes a look back over our journey and celebrates the collective efforts of our people and the progress we have made.
- 1.3 The Annual Workforce Report is attached at Appendix 1. The 2018 Employee Engagement Survey is attached as Appendix 2.

#### **2 PROPOSALS**

- 2.1 This year's report uses case studies, short films and quotes from employees and managers to exemplify the depth and extent of the work which is underway. These are summarized in Appendix 3.
- 2.2 Like all plans, our workforce management and development plans require regular review. Following consultation with managers and team leaders from all Services, we have reviewed our priorities for the forthcoming year to ensure that our efforts are focused on the activities which will make the biggest impact and we continue to meet the outcomes we have set.
- 2.3 In summary, these high level priorities are:
  - a. Review all Corporate Organisational Development activity associated with the Learn Innovate Grow OD Framework and evolve where necessary, in relation to new leadership and organisational direction
  - b. Work with the Employee Experience Network to establish an engagement / communications programme which involves people in co-creating the PKC Offer

- c. Agree defined leadership approaches which support the further development of the 'think YES' environment, leadership at all levels, and new ways of working with our communities
- d. Review and redevelop the range of support available to change and transformation activity (potentially aligning Acorn Funding and Angel's Share activity with the Council's Transformation Programme)
- e. Work with Leadership and Learning Network colleagues to develop greater understanding of learning and development needs across the Council, and their subsequent delivery to ensure equality of access, make best use of technology and resources, and create economies of scale
- f. Identify digital skills requirements across the organisation and continue to build digital capabilities within our workforce.
- g. Review and renew methods of listening to, and acting on employee voice
- h. Review our Employment Policy and Practice Framework to ensure it is aligned to our vision and values and promotes an authorising environment, our collective leadership culture and positive employee experience
- i. Implement a Talent Strategy to connect our practices to attract, retain and develop talent and develop our employer brand
- j. Introduce a Managers Induction Programme to equip new, existing and future managers
- k. Evolve our strategic approach to developing our young workforce through work with schools, colleges and universities, and for those with mental and physical disabilities, and those who are care experienced
- l. Develop and implement a Health & Wellbeing Strategy and Framework taking a holistic approach to our wellbeing offer, with particular focus on mental and financial wellbeing
- m. Ensure we have a Sustainable Pay & Grading Structure

### **3. CONCLUSION AND RECOMMENDATIONS**

- 3.1 Perth & Kinross Council have always recognised that our people are at the heart of all we do and our success is reliant on the talent and collective efforts of everyone in the organisation. Creating an active focus on organisational culture is critical to business success, and this is especially important in times of change. We know we need to develop new ways of thinking and working in every part of the organisation, encourage different relationships with the communities we serve, and increase collaborative activity. In future, the Council will be smaller, more agile and with more services being delivered by communities, in partnership and in different service delivery models. For these reasons, it is important to continue to invest in developing the skills and talent we need in the future.
- 3.2 It is recommended that the Council:
- i) Notes the progress and achievements over the course of 2018;
  - ii) Endorses the priorities set out for the forthcoming year.

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## Approved

Name	Designation	Date
Karen Reid	Chief Executive	7 December 2018

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## ANNEX

### 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	
Community Plan (Local Outcomes Improvement Plan)	<b>Yes</b>
Corporate Plan	<b>Yes</b>
<b>Resource Implications</b>	
Financial	<b>None</b>
Workforce	<b>None</b>
Asset Management (land, property, IST)	<b>None</b>
<b>Assessments</b>	
Equality Impact Assessment	<b>None</b>
Strategic Environmental Assessment	<b>None</b>
Sustainability (community, economic, environmental)	<b>None</b>
Legal and Governance	<b>None</b>
Risk	<b>None</b>
<b>Consultation</b>	
Internal	<b>Yes</b>
External	<b>None</b>
<b>Communication</b>	
Communications Plan	<b>None</b>

#### 1. Strategic Implications

Community Plan (Local Outcomes Improvement Plan) and Corporate Plan

- 1.2 This report relates to the overall achievement of the strategic objectives within the Corporate Plan 2013-18 through the collective and individual efforts from our employees.

#### 2. Resource Implications

Financial

- 2.1 None.

Workforce

- 2.2 None.

Asset Management (land, property, IT)

- 2.3 None.

### **3. Assessments**

#### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Our people priorities enable the council to fulfil its obligations in this regard. Equality Impact Assessments will be carried out for specific initiatives and policies, as required.

#### Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. No further action is required as this report is exempt.

#### Sustainability

- 3.3 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions. No further action is required as this report is exempt.

#### Legal and Governance

- 3.4 None.

#### Risk

- 3.5 The people priorities and practices in this report are designed to ensure the council is resourced with a skilled, motivated and engaged workforce to enable it to modernise, transform and deliver its strategic objectives.

### **4. Consultation**

#### Internal

- 4.1 The Executive Officer Team and Corporate Management Team were consulted, and commented on this report.

#### External

- 4.2 None.

## **5. Communication**

- 5.1 We celebrate our workforce achievements and successes with staff via a variety of written media and face to face opportunities. As a major employer in the area, we also celebrate workforce achievements with the wider Perth and Kinross community via the press and social media, as well as through our influence and contact with other employers.

## **2. BACKGROUND PAPERS**

None.

## **3. APPENDICES**

Appendix 1 - Annual Workforce Report 2018  
Appendix 2 - Employee Survey Results 2018  
Appendix 3 - Case Studies