

## Appendix 1



Perth & Kinross

## Annual Workforce Report for Perth & Kinross Council - 2018

## Introduction

This report summarises the key workforce management and organisational development activity which took place over 2018. Perth & Kinross Council has a positive track record of workforce planning and development - preparing our people for an emerging future, creating a learning ethos and a growth mind-set, developing leadership at all levels, encouraging healthy and resilient employees and building capacity and skills.

In February 2018, the Council set out an ambitious Corporate Workforce Plan for 2018-2021. With a strong **Focus on Culture**, our workforce plan identifies priorities for:

**Attracting, Retaining and Developing Talent,  
Healthy Working Lives and  
Fair Work.**



Our annual workforce report demonstrates the broad range of investment in our workforce and the positive impact this has had on our ability to deliver the best possible services to our customers and communities, and to modernise and transform our public services. For the first time we include links to case studies, short films and feedback from employees and managers – testimony to our people focus.

The world of work is evolving; and the pace and extent of these changes are so significant that there has never been a more important time to continue to invest in the people who deliver public services in Perth and Kinross – developing the right skills through enhanced workforce development and effective leadership. Therefore, the report also sets out the main areas of focus and development for 2019.

“As your new Chief Executive, I have been immensely impressed by the dedication, commitment and talent of the people who work for the Council. Your passion, creativity and innovation shine through in abundance as you provide the best possible services to the people of Perth and Kinross – 365 days per year and 24/7. We have a strong track record of rising to challenges and helping to transform our organisation. This is a great platform to continue to build our ambition and develop talent.”



**Karen Reid**  
Chief Executive



## Culture: The Way We Do Things Round Here

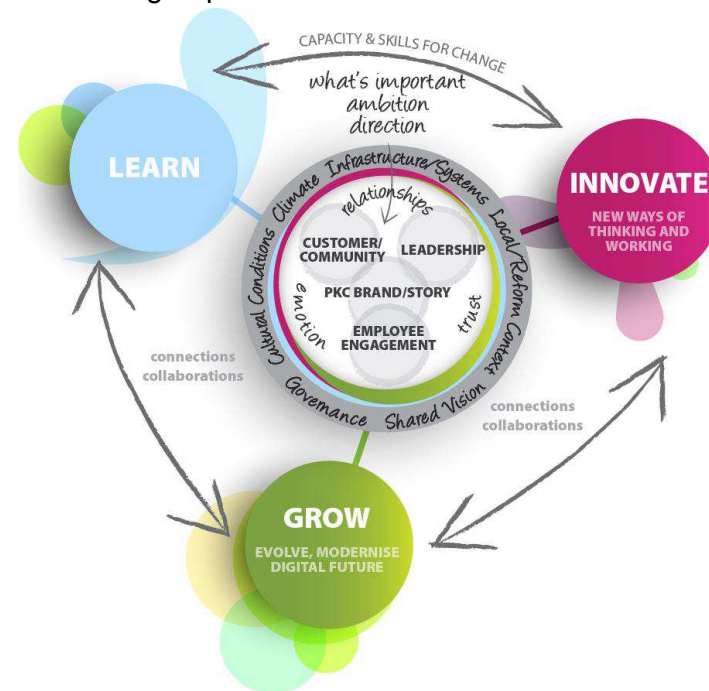


Creating an active focus on organisational culture is critical to business success, and this is especially important in times of change. We know we need to develop new ways of thinking and working in every part of the organisation, encourage different relationships with the communities we serve, and increase collaborative activity. And this will look different, in different parts of the Council.

So how do we create a shared focus on culture in a professionally diverse organisation, which provides a whole range of services to people of all ages and stages?

## Learn Innovate Grow

We do this through our Organisational Development Framework, which sets out an ethos for thinking, working and future growth via three simple principles: *Learn Innovate Grow*. We recognise that change is everyone's business, and that those people already working with citizens, communities and partner organisations are best placed to drive change and innovative practice. *Learn Innovate Grow* is about mindset, aiming to bring our cultural aspirations to life: encouraging employees to learn new things and apply this new thinking to their work, to actively look for ways to make improvements / innovations within their area of influence – and trusting that this process will result in a benefit to the client / customer group.



Whilst there is a significant amount of variation in terms of what people do, the Learn Innovate Grow framework also identifies culturally important behaviours which will support our emerging journey of change. Specifically, it is important that our way of being (individually and collectively):

- *supports innovation and creativity*
- *recognises the importance of relationships*
- *nurtures an authorising environment*
- *is risk positive*
- *helps people focus on what 'can' be done, and not what 'can't'*
- *places the client / customer at the centre*
- *encourages employees to be advocates for the Council, and to be ambitious in terms of the work they do for their client / customer group*
- *enables people to work on whatever offers the most value, without getting caught up in layers of bureaucracy which hinder progress*

These behaviours identify what we *value*, and how we are expected to work together. Because these behaviours are observable, it is easier to hold ourselves to account.

## Keeping it Real

Our approach to organisational development reinforces the culture we want to create by making it as easy as possible for people to experience and participate in the *Learn Innovate Grow* ethos. In terms of employee engagement, the principles and behaviours create a specific focus for *what* we engage our employees in doing, as well as *how* we do it.

## How will we know our approach is working?

We have set ourselves a number of outcomes, which offer a focus for our work in relation to the *Learn Innovate Grow* Organisational Development Framework, namely that:

- *our individual and collective leadership inspires, supports and values contributions from all*
- *employees feel valued, recognised and respected, and employee voice influences change*
- *we are a learning organisation, which offers equality of opportunity for all employees, through access to learning and career development which helps them grow personally and professionally*
- *the impact of participation in learning and development opportunities is visible through improved or innovative practice*

Employee engagement is an *outcome* of people's experience of an organisation, and the *Learn Innovate Grow* principles and behaviours are front-loaded into a vast range of positive and dynamic opportunities which aim to ensure that people have the support they need to adapt to changing circumstances, actively engage in the process of rethinking and reshaping public services, and grow professionally.

Importantly, these opportunities are presented in a way which *encourages* people to *opt in*. The focus is on winning hearts and minds, bringing people together, and reinforcing a sense of value, belonging, support and sense of community with colleagues across the Council.



## Leadership

Leadership and culture are two sides of the same coin, and we continue to maintain a collective focus on the vital connection between leadership (setting the tone and direction), and organisational culture (the way we do things round here).

Chief Executive's Business Breakfasts, Senior Manager Briefings and Joint Executive Officer Team and Corporate Management Group sessions, have continued in 2018, and are core elements of our approach to leadership development, in terms of knowledge exchange, collective learning and networking.

Additionally a range of leadership programmes are in operation across the Council; some support the development of technical leadership skills, such as the Leadership and Management of Commissioning Programme; others are specific to professional leadership within Services, such as the Leadership and Management Programme (LAMP) within Housing, and the Headteachers Leadership Development and Induction Programme; Leading and Managing People through Change; and Middle Leaders Development Programme, in Education & Children's Services.

At a Corporate level, we also deliver a collaborative Leadership Development Programme in conjunction with Dundee and Angus Councils. The focus is on Adaptive Leadership theory, offering participants the opportunity to work on complex issues using Action Learning sets. 20 managers from Perth & Kinross Council have participated since the programme began in 2016, with 4 participants in 2018. We will progress the fourth cohort in 2019.

## Horizons Leadership Conference 2018

As well as reaching large numbers of people, events such as these offer a number of benefits for executive / senior leaders wishing to share key leadership messages with large numbers of employees. This includes sharing key strategic ambitions and developments, reinforcing cultural aspirations, promoting innovation, seeking and valuing people's commitment and leadership within the communities we serve.

In April, over 200 delegates from across the organisation attended our Horizons conference which aimed to create a focus on our ambitions for the future. Delegates heard from keynote speaker and local entrepreneur, Iain Hutchison of Merlin ERD as well as from members of the Executive Officer team. This year, based on feedback on previous events, we also tried something new. Delegates were able to create their own conference experience, selecting 3 sessions from a choice of 8 conference experiences, including Rip 'n' Mix Ideas Generation Workshop, Fast Forward Innovation Generator, Milestones by Fun Young Individuals, and Kindness Matters, delivered by the Carnegie Trust. We also took some of the conference sessions out of the Concert Hall, promoting some of our cultural attractions (Perth Museum and the Ferguson Gallery) and also the value of being outside in supporting wellbeing at work.

95% of respondents evaluating the event preferred the conference format to the traditional, speaker / audience style, and the conference was rated 4/5 stars overall.

[Case Study: Intent Based Leadership](#)

## A Learning Organisation

Learning is at the heart of transformation, and organised sharing of knowledge, skills and expertise continues as a priority. Our approach capitalises on the vast range of professional and technical expertise and experience which exists across the Council and CPP, and is an extremely cost effective means of supporting learning and development. It also offers a self-development opportunity for facilitators as well as delegates, as they build their own confidence and skills in public speaking and presenting. Participants benefit from expanding their professional networks, making new connections and understanding different perspectives. This is increasingly important, given the increased focus on collaborative working, at local and national levels.

We have a growing community of active learners. In 2018:

- *2000 learners participated in over 230 learning opportunities, covering 62 different topics via our Learners Wanted programme*
- *Learners Wanted topics are themed around Transformation, Health & Wellbeing, Digital Skills, and Equalities*
- *Over 75% of face to face learning opportunities were facilitated by 103 employees committed to sharing their skills, knowledge and experiences with colleagues and Community Planning Partners (CPP)*
- *Our average evaluation rating of 4.6/5 stars indicates a high quality experience for those attending.*
- *The value of our learning culture is clearly evident in our demand-led, employee driven learning programme. Employee Survey 2018 results (Report Appendix 2), show*

*that almost 72% of respondents feel their development is encouraged and supported*

- *We have six qualified internal coaches; collectively, they have supported 34 coachees, offering approximately 100 hours of coaching within the Council. 99% of those accessing coaching evaluated their experience as 5/5 stars*
- *Our internal coaches offer business coaching, resilience coaching, team coaching, professional relationship coaching and short 'power hour' sessions*
- *We have four coaches in training, currently in the final stages of the 18 month coach training programme*
- *85 managers across the Council have participated in a one day 'Introduction to Coaching' course, delivered by our internal coaches.*
- *50% of the workforce have taken time to record the completion of Learn Innovate Grow Development discussions*
- *'Let's have a Conversation about Learn Innovate Grow Development Discussions engaged 58 employees over 4 learning lunches, securing 4.5/5 stars*
- *3 additional sessions were held with individual teams and their managers, who requested specific guidance about Learn Innovate Grow Development Discussions to understand how best to use the framework in their own environment*
- *In 2018 we also supported 44 development opportunities for elected members to share learning on a range of topics, such a Planning & Development, Evidence2Success, Digital Drop-ins and GDPR*

## Digital Learning for Digital Skills

The pace of digitalisation is increasing, and almost all jobs now require a degree of digital competency. Therefore, in addition to the face to face learning opportunities on offer, our collaborative digital (d) learning platform offers a variety of topics, comprising 55 modules, where individuals can learn at their own pace, and at a time that suits them best.

We are a member of the Clyde Valley consortium; this means that we can share and access online learning modules with 29 other Local Authorities and the Improvement Service.

Learners can access learning 'essentials' such as General Data Protection Regulations and Getting it Right for Every Child, to modules supporting leadership practice such as Leading Your Team and Management Fundamentals. Half of these modules have been commissioned and produced in-house using internal expertise.

In 2018, 2 822 d-learners have completed 19 465 learning modules.

More recently, employees indicated they would benefit from learning opportunities delivered locally, at different times during the day; We have piloted some new approaches, such as Learning Webinars for Zero Inbox and OneNote, to maximise the use of recently upgraded technology.

The Digital Skills Team is supporting staff to grow confidence around technology-enabled change. The team has delivered learning events, webinars and published 25 individual video clips and 450 on-demand knowledge articles to help staff take ownership of their own digital learning.

Learning Facilitators are encouraged to use new forms of media to share their expertise more widely. We are supporting both facilitators and learners through this cultural shift.

In association with Angel's Share funding, a Digital Toolbox has been created and launched in January of this year. This bank of digital resources aims to encourage individuals and teams to create their own content for sharing, and gain confidence in applying digital thinking in their work. So far, elements of the toolbox have been booked out on approximately 70 separate occasions.

## Supporting People Through Change

Building capacity for change is a key focus; our plans are only effective if they are developed and implemented by people who connect with our communities and service users and who have the vision, knowledge, skills, behaviours and experience to do the right things and to do them well. This means recognising that change is most effective, when people have been supported through the process.

## Strengthening Employee Engagement

In January 2018, two temporary Employee Engagement Officer posts were introduced within the Corporate Organisational Development team, to strengthen our work with Services and teams across the council, and support people experiencing change.

To date, over 1 100 people have participated in face to face events and engagement opportunities, creating the conditions where participants can understand, be heard, and influence change and improvement. Our Employee Engagement Officers have been involved in the early stages of various organisational changes, such as service redesign, new collaborations and changing delivery models. Teams including, the Communities team, the Out of Hours

team and Housing and Environment Extended Management Team, have taken part in facilitated workshops relating to *Managing and Coping with Change; Collaboration and Compassion; and Strategic Development*. Additionally, 17 new headteachers participating in the Headteachers Leadership and Induction Programme were offered 360° feedback, followed by 1:1 development discussions.

Feedback from all concerned indicates that creating a specific focus on employee engagement has had a positive impact on progress, and importantly, has ensured that those involved are part of the journey.

*‘Whenever we are planning change or supporting development, I seek out advice from the Employee Engagement Officers...the objective and informed perspectives provide valuable support in my role as a Service Manager’.*

### Team Coaching

5 employees from CDS, H&E and H&SCP have taken part in an Aston Team Coaching learning programme. Housing and Environment is currently piloting this approach with a range of teams including Learning and Development and Business Improvement Team. The approach offers team leaders support to develop a structured, practical development journey for their teams, improving organisational performance.

A team leader who took part in the pilot commented: *‘before embarking on the journey it was hard to see what benefits this could bring to our well-established team, however some assumptions have been dispelled, perceived barriers discussed and we have developed team principles...I would highly recommend others to get involved’.*

### Acorn Transformation Fund

This short-term funding opportunity aims specifically to invest in initiatives which focus on preparing people for the future, encourages innovative approaches to developing people and supports shifts towards new ways of working / models of service delivery.

Fifteen projects have been allocated funding to date. These range from employee re-training opportunities such as *‘learn to work in early years’*, an initiative aimed at encouraging employees to move into the high demand career area of working with children in the early years provision, to the development of a digital workplace programme.

Initial impact of the Acorn Transformation Fund initiative is evident with six employees achieving a Personal Development Award in Supported Employment. This has enhanced staff practice, increased motivation and ensures that the paid employment which the clients achieve is sustainable into the future – you can find out more [here](#).

### Encouraging Innovation

Our annual Angel’s Share challenge encourages creativity and innovation and provides an opportunity for employees to put their ideas to the test in a safe, small scale way, supported by their teams and Angel mentors. Colleagues from across the Council vote for their favourite project, culminating in a handful of projects bidding for seed corn funding to turn their inventive ideas into reality. Thirty nine Angel’s Share projects have been funded since 2013. Although small in financial value, they make a big difference to a whole range of client groups. Projects funded in December 2017 include:



- *Care About Physical Activity, which encouraged residents across three residential care homes to become more active and independent by introducing simple, inexpensive equipment such as pedometers and resistance bands. Care Home staff motivated residents by producing Care About Walking booklets, step-count recording charts and posters. Find out more [here](#).*
- *Nature and Life at Westbank project developed a woodland walk and outdoor classroom to give city pupils access to the countryside, supported by PKC Countryside Rangers. A collaboration, Services for Young People took part in work experience helping with clearance and construction and Community Payback helped transport the timber. Here's an [update](#) on the difference this project has made.*
- *Tackling Holiday Hunger provided a space for vulnerable pupils to take part in a variety of educational activities during the long summer holiday period as well as enjoying a hot meal. The project encouraged parents who didn't previously have much contact with school to get involved, resulting in new friendships, reduction in social isolation and new recruits to the Parent Staff Council. Almost 100 pupils took part each day. You can view their story [here](#)*
- *The Living Room project transformed a classroom into an informal space for use by local groups initially for culture and leisure activities, and in reality it has provided much more. Find out the details [here](#)*

Twenty one applications threw their hat in the ring for Angel's Share funding in 2018 – find out about the winners [here](#).

## Celebrating Success

Our workforce is highly engaged and committed. Perth & Kinross Council is sector-leading in many areas, and we continue to deliver strong organisational performance across the board, as evidenced in the [2017/18 Annual Performance Report](#)

A key strength of our organisational culture is our ongoing commitment to visibly celebrating success and achievement, both at an everyday level, and also via our growing portfolio of events, such as the Modern Apprentice Graduation, Service Recognition Awards and Securing the Future Awards.

In 2018, we celebrated:

- 42 Modern Apprentices gaining their SVQ level 2 or 3 in a range of subjects
- 4 MA Managers nominated for Supervisor of the Year award for going above and beyond to mentor our young people
- 103 number of employees with 20 years service
- 31 number of employees with 30 years service
- 9 number of employees with 40 years service
- 46 applications for our Securing the Future Awards – view the winning projects [here](#)
- One of our employees from Housing and Environment being shortlisted for the 'Rising Star Award' at the Scottish Public Service Awards
- Two of our young people securing a place on the Young Scotland Programme

The Council's development of MyView was the winning entry at the Northgate Arinso national conference in November 2018. MyView is our web based self-service portal which allows employees to view and update their personal information, request leave, submit travel and subsistence claims and view pay documents. Employees can now access MyView from home or while on the move using a variety of personal devices. The Employee Engagement Award recognises the deployment of MyView to meet the evolving nature of work with more flexible working arrangements to meet the needs of service users and communities.

## Employee Engagement Survey

In 2018, 2 410 employees (44%), responded to our annual employee survey (Appendix 2). 11 of 17 questions showed an increase over the last year of more than a percentage point and trends over the years continue to be generally positive.

Services and teams across the council are currently in discussions about results and areas for improvement. Engaging teams in this process continues to be the most valuable aspect of the survey.

This year respondents were invited to provide qualitative context to their responses, if they wished to, offering managers deeper insight into employee perspectives. The most frequent types of comments have been themed, and reviewed alongside IBL SONAR information and views expressed at the Workforce Plan consultation. Together, these experiences have offered helpful and consistent insight into people's experience of the organisation.

In broad terms, key themes which will be addressed within our priorities for 2019, include:

*Leadership:* as the organisation changes, we need to clearly articulate how we (as organisational and community leaders) will adapt our thinking and behaviours. This will be particularly important as we develop new ways of working with communities, and introduce a 'think yes' mind-set within the Council.

*Workload:* employee wellbeing remains a priority, and we will continue to work with staff in a range of ways to ensure that workloads are manageable, within the context of changing resources and funding.

*Vision/ Direction:* The concept of the PKC offer, introduced by the Chief Executive, offers the opportunity to co-create a renewed, shared vision, which will energise and drive our work. Employees will be invited to contribute their thinking and ideas to turning the concept into reality, via a range of engagement opportunities.

## Pulse Surveys

Pulse surveys were piloted in Education & Children's Services in 2017, and in 2018 they were extended into the newly formed Housing & Environment Service. Employees offered real time views on matters relating to the creation of the new Service, and more specifically, relating to how people want to be communicated with and to what extent they feel part of the new Service. These pulse surveys will continue throughout 2019 to inform progress.

## Our Changing Workforce Profile 2009 - 2018



The overall size of our workforce has reduced from

6281 to  
**5526**



Fixed Term Contracts have increased from

8% to  
**12%**



Annual paybill incl. employer costs has increased from

**£178m**  
(2011/12) to  
**£185 m**



The number of employees under 24 has increased from

164 to  
**274**



Permanent turnover has increased from

6.4% to  
**10.2%**



The number of employees aged 60+ has risen from

439 to  
**454**

Looking back to 2009, our workforce has reduced by approximately 12% in headcount over the period 2009 to 2018. Included within this figure is a 25% reduction in the number of chief officers and an 11% reduction in service managers. This reduction comes at a period of time when teacher numbers have been maintained through the Local Government Finance Settlement. In addition, specific work groups have increased because of Scottish Government initiatives, such as Primary School Support Assistants, Play Assistants and Early Childhood Practitioners. Strategic decisions to deliver services through Arms Length External Organisations or joint arrangements have influenced the shape and size of the workforce. Overall, there has been a long term trend of a reducing directly employed Council workforce.

73%

of our workforce  
are female

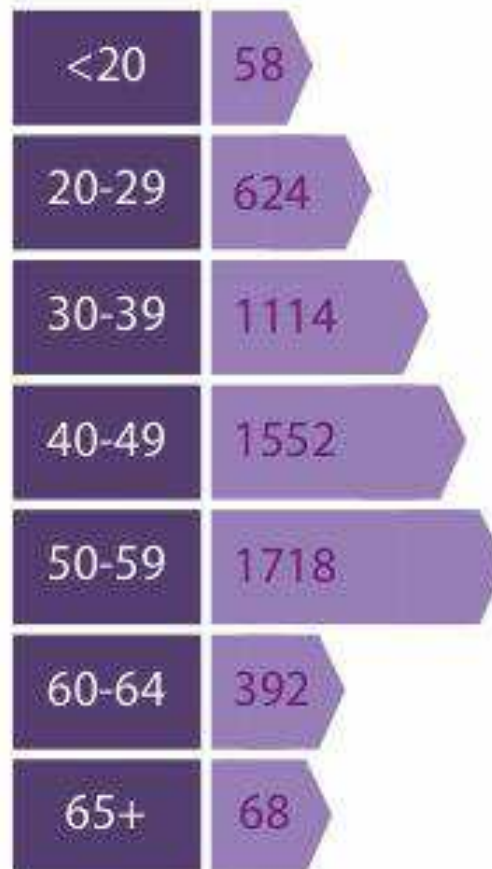
1.3%

of our workforce  
have declared a  
disability

4%

of our employees  
are of a Minority  
Ethnicity

### Age Profile



3.9%

of male employees  
work part time

35%

of female  
employees work  
part time

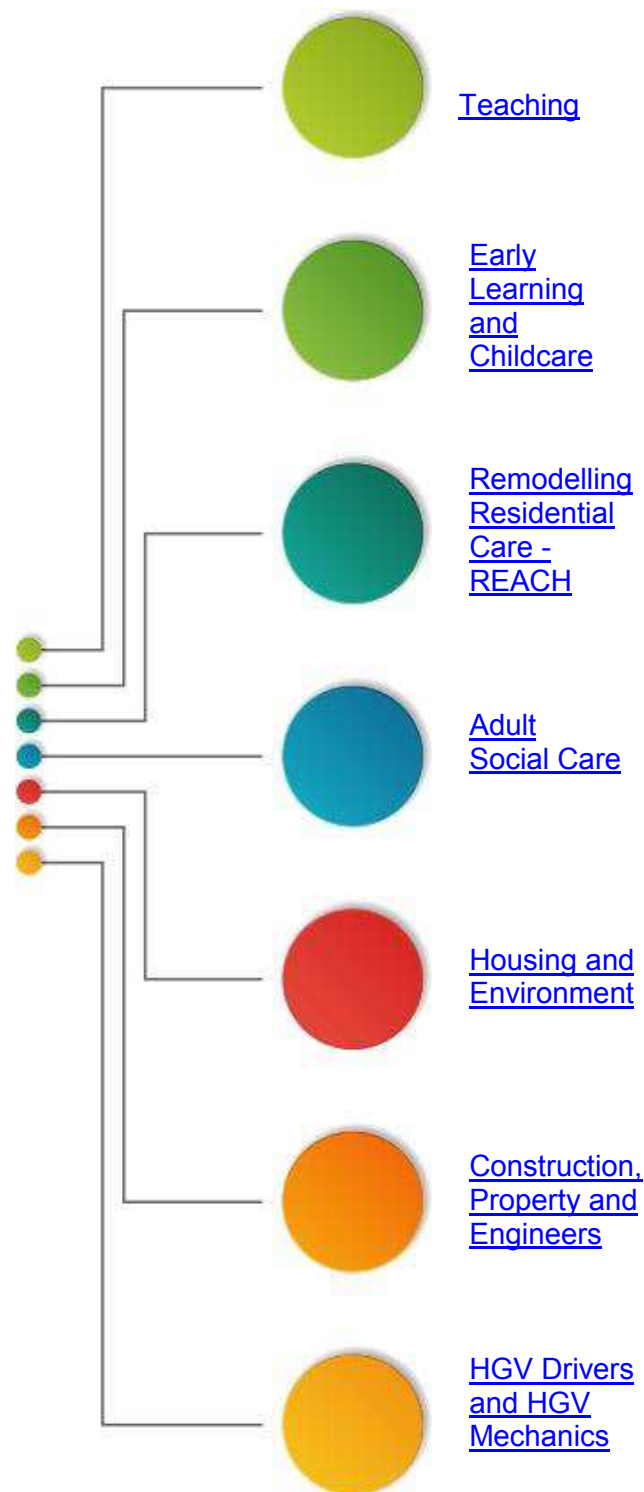
45

Average age of  
employee



## WORKFORCE CHALLENGES AND OPPORTUNITIES

Workforce planning is everyone's business. It happens at all levels of the organisation – looking at workforce from a corporate perspective, occupational grouping, Service-wide and from a team perspective. A number of critical occupational areas were identified within the Corporate Workforce Plan because of the size and scale, impact on service delivery or potential for transformation and modernisation.



Teachers make up approximately one third of the Council workforce.

There is planned growth in the Early Learning and Childcare workforce in order to deliver 1040 hours by August 2020.

Here we share the workforce changes we developed with staff to support the redesign of this key service for vulnerable young people and their families.

A separate workforce plan is being developed jointly with NHS Tayside for the Health & Social Care Partnership which will consider future skill requirements as health and social care services become more integrated. Here are two case studies about workforce changes which helped facilitate service redesign - [The Home Assessment Recovery Team \(HART\)](#) [Transforming Residential Care](#)

Housing and Environment became a new Service on 1 April 2018, with over 1,100 FTE employees – staff have been working on creating a unified service to improve outcomes for tenants, service users and communities. An update on transformation in the Housing Repairs Service is also included.

This is an area of workforce growth with major investment in capital projects across Perth and Kinross over the next seven years.

A number of measures have been put in place to recruit and retain staff as HGV Drivers and Mechanics.

## Attract, Retain And Develop Talent



How will we know we are successful in attracting, retaining and developing talent? Beyond the usual metrics relating to vacancy management, we also look at quality indicators such as the Council being recognised as a 'great place to work' by employees across the employee lifecycle (from recruitment to exit). This information comes through the employee engagement survey. We can also evidence a positive recruitment experience for candidates through feedback to Myjobscotland surveys.

## Recruitment

Much of our focus over the past year has been on initiatives to enhance recruitment into teaching, early years and social care. However, there are many other examples of how managers are encouraged to think differently about how they promote and market their vacancies to ensure a good response from suitably skilled and qualified applicants -

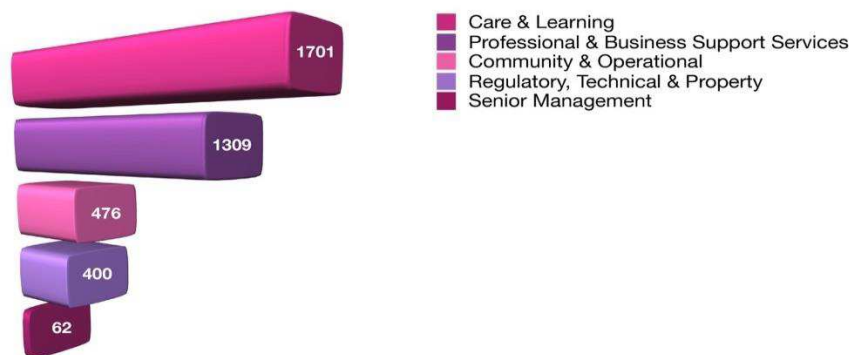
- *Running learning lunches on writing effective recruitment adverts and different options for marketing and promoting vacancies*
- *Developing bespoke adverts and campaigns utilising social media and other marketing platforms to support recruitment – specific examples include Contracts & Commissioning Officer in Health & Social Care Partnership, Statutory Conference Recorder post in Education & Children's Services.*
- *Promoting hard to fill occupations at careers events in schools and colleges across Perth and Kinross.*
- *Encouraging managers to be less risk averse in recruiting on a permanent basis rather than on a fixed term basis thereby attracting a higher calibre of candidates with the right skills and attitude. This also connected to our aim to improve job security for fixed term staff.*
- *Work with independent providers of social care to tackle their recruitment challenges – sharing ideas, good practice and resources and offering job shadowing opportunities.*

## Job Families

Job families have now been implemented for 87% of the Single Status Workforce – the new role profiles describe the knowledge,

skills and behaviours required for the wide range of roles across the 5 different job families.

## Job Families



The new role profiles are now used as an integral part of the recruitment process.

In addition, an online behavioural assessment tool is now available - it encourages recruiting managers to consider the behaviours required for each job role and provides additional insight to those involved in the recruiting process. This tool gives an indication of how the applicant's behavioural preferences relate to those actually required in the job role.

Here are [quotes](#) from some recruiting managers who have used this tool.

Job families also support workforce change. [Here](#) is an example of how the Job Family Framework and the Framework for Managing Workforce Change have helped employees retrain and move on to other roles when their workplace closed. These business tools are effective enablers of workforce change and transformation.

## Entry Level Opportunities

Our Modern Apprenticeship Programme has continued to develop and expand to offer new apprenticeship frameworks across a broad range of occupational areas. We now offer 22 different apprenticeship frameworks which is a significant increase on the 7 original frameworks offered in 2012. This year we added Digital Marketing and Warehouse & Stores to our extensive list of training opportunities.

This year we exceeded our target of offering 400 Modern Apprenticeship opportunities by 2018.

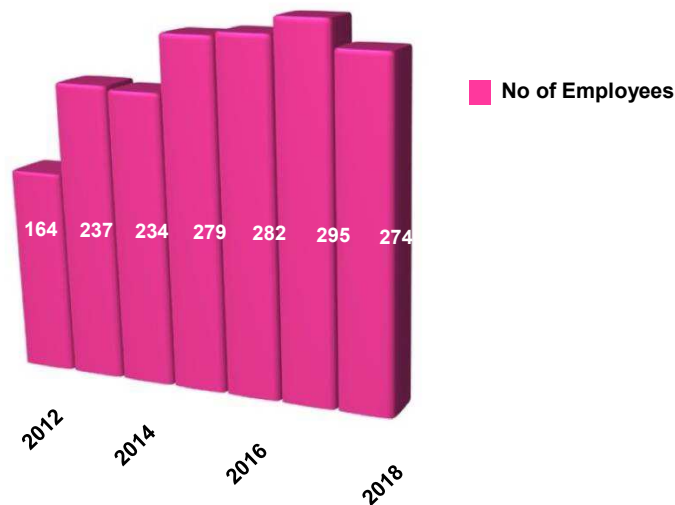
Our Modern Apprenticeship (MA) and Graduate Programmes continue to have exceptional levels of achievement, continuing employment and positive onward destinations – consistently sitting above 90%

## Cumulative Number of Modern Apprentice Opportunities

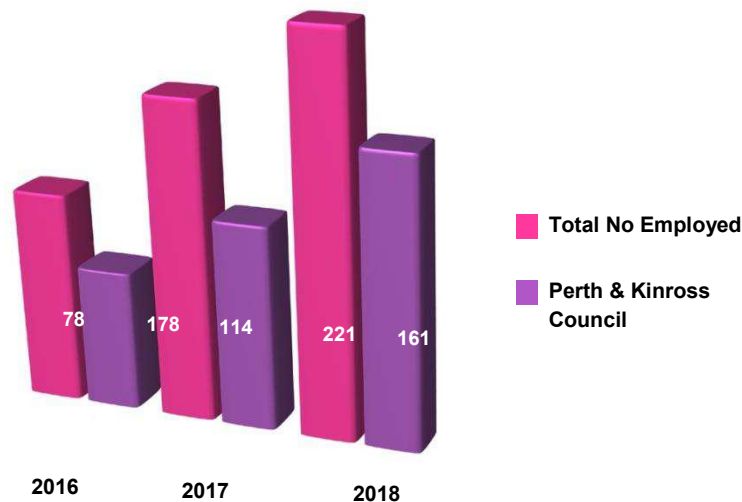


We currently employ 272 young people under the age of 25 which equates to 5.3% of our workforce. This reflects an increase of 67% since 2012 and the considerable success young people have had in finding sustained employment on completion of their apprenticeships or graduate training programmes.

The graph below shows the number of employees within the Council aged under 25 between 2012 and 2018



The graph below shows the number of Modern Apprentices gaining employment between 2016 and 2018



## Some of our success stories

[Case Study - Mallorie Sullivan, Solicitor](#)

[Case Study – Lucy Grant, Social Media Marketing Modern Apprentice](#)

[Case Study – Andy McMeekin, Digital Skills Graduate Trainee](#)

## Preparing for Brexit

The Council currently has 98 known Non UK EU/EEA Nationals in our workforce across a range of services. This equates to 1.6% of our workforce. Analysis shows that 65% of our Non UK EU/EEA Nationals are aged 40 years or under.

In order to help employees understand the potential implications of Brexit, we organised a series of one to one sessions from Gurjeet Singh, Solicitor from the Ethnic Minorities Law Centre. Our aim is to encourage and support employees who wish to apply to the UK Settlement Scheme so they can remain as part of our workforce.

Based on the findings of a recent survey in the independent home care sector in Perth and Kinross, Brexit is likely to be a more significant issue for this sector as the proportion of EU Nationals is significantly greater than those working directly for Perth & Kinross Council. We are therefore working closely with independent home care providers to ensure that any workforce issues are identified and appropriate steps taken to ensure there is no disruption to the services provided to vulnerable members of our communities.



## Healthy Working Lives



### Wellbeing

Evidence shows that establishing a strategic approach to healthy working lives is much more likely to lead to successful business outcomes through better employee engagement, improved productivity, loyalty, creativity and innovation and reduced sickness absence rates. Our approach to health and wellbeing recognises the combined impact of a range of factors on employee wellbeing, including environmental, organisational and societal. We have therefore developed a holistic approach which builds resilience and thereby benefits individual employees, their families, the council as employer and ultimately the wider community.

We continue to:

- Promote employee health and wellbeing in the broadest sense, including mental and physical health, and financial wellbeing
- Encourage employees to use the counselling service, the early intervention mental wellbeing service and the [Physiotherapy](#) service which form the Occupational Health contract to support employees to remain in work and support/encourage an early return to work wherever possible.
- Provide learning opportunities, including [Financial Wellbeing](#)
- Provide Occupational Health Services, the contract for which is up for review in 2020.

### [Flexitime Scheme](#)

### [Sickness Absence](#)

The performance measure used across Local Government for staff absence is the average number of days lost to sickness per full time equivalent member of staff (FTE). In 2017/18, the average days lost per FTE was 9.9 days which is an increase of 0.8 days since 2016/17. Benchmarking information is not yet published to allow comparison with other councils although it is known that absence levels generally have increased.

Mental health related reasons account for 27% of all absences. Within the mental health category the top three reasons are stress (26.68%), depression (14.97%) and work related stress (14.33%). Mental health will be a priority area in 2019.

### Health and Wellbeing Framework

A refreshed Health & Wellbeing Strategy is being developed to consider employee wellbeing from a holistic perspective and replace the Maximising Attendance Policy and Health & Attendance Procedure for Teachers. The Framework will reinforce the accountability of employees, managers and Services and will strike a balance between policy direction and manager discretion.

### Healthy Working Lives Award Programme

We have been part of the NHS Healthy Working Lives Award programme for several years and benefitted from access to their resources. Most recently we were reaccredited at Silver level in June 2018.



This has been achieved through the support and cooperation of the multi-disciplinary working group with representatives from all Services who have contributed to campaigns to encourage employees to lead healthy lives through healthy eating and physical activities, and promoting a wide range of opportunities, activities and information.

The Flexitime Scheme has been re-designed to support a more flexible and agile workforce and help staff have a better work life balance.

Over the last year, we have continued to raise awareness of health and wellbeing issues through:

- *Established Status with Carer Positive*
- *Learning Lunches including Desk and Chair Yoga*

- *Guided Meditation*
- *Taster complimentary therapies*
- *Winter Flu Vaccination programme*
- *JogPKC*
- *See Me at Work*
- *Workplace Chaplaincy Service*
- *Counselling Service*
- *Andys Man Club (mental health promotion for men)*

### **Resilience**

Building a resilient workforce will help the Council's journey of change and transformation. Personal resilience is a key contributor to healthy working lives. Resilience building sessions have been delivered on both personal resilience led by our occupational health provider, and team resilience led by internal facilitators.

We have been chosen to participate in the Equally Safe employer accreditation scheme pilot. The scheme will support the implementation of Equally Safe, Scotland's violence against women strategy. Equally Safe recognises that gender inequality is a root cause of violence against women and addressing labour market inequality is a necessary step in ending violence against women.

All of these measures help create the desired outcome of a healthy workforce, with an increase in the promotion / uptake across the range of health, wellbeing and resilience initiatives and opportunities available to support people to perform their best at work, and maintain a positive work / life balance. There is more work to be done which is reflected in our priorities for 2019.



### Employee Voice - You Said, We did

Throughout 2018, we set out to address a number of themes people told us were important in 2017. Here's how:

- [Communications](#)
- [Valuing Skills, Expertise and Wellbeing](#)
- [Keeping the focus on Early Intervention and Prevention](#)
- [Future Ready](#)
- [Changing How We Work](#)

### Security

Like all Scottish Councils, we identified pressure at the lower end of our pay and grading structure because of increases in the Scottish Local Government Living Wage. A review of the pay and grading structure was carried out ahead of any adverse impact on pay differentials for lower graded supervisory posts. This approach will ensure the Council has a sustainable pay structure in the medium and longer term.

The changes to the pay structure will be phased in over 2019/20 to 2020/21. When fully implemented, this will result in increases to basic pay rates for around 550 employees at the lower end of our pay scale - a significant number being female and part-time.

The independent equalities impact assessment carried out by Northgate HR has concluded that the proposed changes “bring a consistent and simplified approach to pay which should lead to a more fair and equitable system”. The assessment also concludes that “the proposed pay structure improves the gender pay gap”.

### Fair Opportunity

#### Top 5%

This indicator reports on the percentage of women who are in the top 5% of earners (excluding teachers). In 2017/18, 111 of the 223 employees in the top 5% of earners were women, i.e. 49.8%. While this appears to show as close to a 50:50 split in gender, it does not reflect the current female:male split in the workforce which shows 73% of employees are female.



### Gender Pay Gap

The Council's gender pay gap, based on hourly rates of pay, is **0.7%** and compares favorably with the 2016 Scotland pay gap of 14.9%. Over the last three years, our gender pay gap has fluctuated around 0.0% from being marginally in favour of males in 2015/16 (0.4%) to in favour of females in 2016/17 (-0.7%) and then again in favour of males in 2017/18 (0.7%).

These changes are mainly influenced by significant workforce changes, such as the transfer of the Facilities Support Team to Tayside Contracts and additional 100+ contracts for Early Learning and Childcare posts funded through the Pupil Equity Fund (PEF).

Future work on gender equality will include tackling [occupational segregation](#) and exploring the pay gap within specific job families and occupational areas.

### LGBTI+ Staff Network

The LGBTI+ Network group is now well established and meets monthly.



The Network aims to:

- *provide a space for the safe discussion of LGBT+ issues*
- *provide information about relevant LGBT+ events*
- *inform PKC policy with respect to LGBT+ equality and inclusion*
- *provide a welcoming environment for LGBT+ staff*

In 2018:

- *800 Rainbow Lanyards were distributed to employees across PKC to raise awareness and encourage conversations*
- *LGBTi+ Staff Network information material has been distributed to Schools, at Corporate Induction Days and are available in break out areas within 2 High Street and Pullar House*

Here is [What Our Members Say](#).

The Council's commitment to Fair Work is evidenced through a broad range of activity and practices. We will continue to aspire to develop an inclusive and progressive working environment which encourages and supports diversity and growth, and where people can be themselves at work.

We want all our employees to experience a sense of purpose, community and fulfilment, both within their job role, and as part of the wider Council.



## Priorities For 2019

As we head into 2019, the following high level priorities will create a focus for our work so that we continue to meet the outcomes we have set:

- *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*
- *Work with the Employee Experience Network to establish an engagement / communications programme which involves people in co-creating the PKC Offer*
- *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*
- *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)*
- *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*
- *Identify digital skills requirements across the organisation and continue to build digital capabilities within our workforce.*
- *Review and renew methods of listening to, and acting on employee voice*
- *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*

- *Implement a Talent Strategy to connect our practices to attract, retain and develop talent and develop our employer brand*
- *Introduce a Managers Induction Programme to equip new, existing and future managers*
- *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*
- *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*
- *Ensure we have a Sustainable Pay & Grading Structure*

## Conclusion

We are an ambitious Council with a long track record of investing in and developing our people to achieve their full potential and to make a positive difference to the lives of those within our communities. This is evidenced through the many and varied examples, case studies and testimony contained in this report.

As the Council continues to modernise and transform, so its workforce requirements will change too. Our workforce and organisational development priorities will prepare us for the future - building capacity by recruiting, retaining and developing people with the right skills, attitudes and behaviours to help everyone in Perth and Kinross to live life well.

November 2018