

**PERTH AND KINROSS COUNCIL  
STRATEGIC POLICY AND RESOURCES COMMITTEE  
EMPLOYEES JOINT CONSULTATIVE COMMITTEE**

Minute of meeting of the Employees Joint Consultative Committee, held in the Hay Room, Dewar's Centre, Glover Street, Perth on Thursday 26 May 2016 at 10.00am.

**Present:                   Representing Perth and Kinross Council:**

Councillors A Grant and M Roberts.

**Present:                   Representing Trade Unions:**

G Mackie and T Maric (UNISON); C Coupar and A Thomas (Unite the Union); and G Ramsay and T Todd (UCATT).

**In Attendance:** K Donaldson (Corporate Human Resources Manager), S Benson K Mackie, K Ridley, J Somerville, and P Steel (all Corporate and Democratic Services); J Handling and C Judge (The Environment Service); K Robertson (both Education and Children's Services); and D Maguire (Unite the Union).

**Apologies:** Councillors I Miller and A Munro; L McLaren (Unite the Union); D Duffy (GMB); and L Selby (UNISON).

G Mackie, Convener, in the Chair

*Prior to the start of the meeting, the Convener reported that this would be the last meeting attended by Colin Coupar prior to his forthcoming retiral from his post with Unite the Union. G Maguire, who would replace Colin on the JCC, and T Maric, UNISON, were both welcomed to their first meeting of the Consultative Committee.*

**1.       DECLARATIONS OF INTEREST**

There were no declarations of interest in terms of the Councillors' Code of Conduct.

**2.       MINUTE OF PREVIOUS MEETING**

The minute of meeting of the Employees Joint Consultative Committee of 3 March 2016 was submitted and approved.

### **3. MATTERS ARISING**

#### **(i) Health and Social Care Partnership – Cross Employer Matters (Item 4(i) refers)**

K Donaldson reported that Rob Packham, Chief Officer, Joint Board for Health and Social Care had again been unable to attend meeting. However, despite a clash with NHS Board meetings, which also take place on Thursdays, Mr Packham had agreed to attend the September or November 2016 Consultative Committee meeting.

#### **(ii) Living Wage Accreditation (Item 3(ii) refers)**

K Donaldson confirmed that Perth and Kinross Council became a Living Wage Accredited Employer on 1 April 2016.

### **4. BUILDING AMBITION: A WORKFORCE FOR THE 21<sup>ST</sup> CENTURY**

There was submitted and noted a copy of a Council Report (16/216) by the Depute Chief Executive, HCC (Corporate and Community Development Services) and Chief Operating Officer (G/16/104) setting out plans to build on the Council's positive people practices, as well as detailing key achievements since the last annual workforce report in December 2014.

C Coupar noted the difficulties in changing the culture within an organisation but welcomed the innovative approach being adopted. The Corporate Human Resources Manager noted the partnership approach for people within the organisation and for the communities being served.

### **5. REVISED EMPLOYEE REVIEW AND DEVELOPMENT FRAMEWORK**

C Judge, Change & Innovation Officer, Organisational Development, made a slide based presentation to the Consultative Committee. A copy of the presentation slides are now attached to this minute. It was noted that attached slides should be viewed as draft at present.

C Judge noted that the previous Employee Review and Development (ERD) process, had primarily focussed on 'ticking boxes' and might have been viewed as an anxious self-evaluation process compared to the intention to base the revised ERD on being non-prescriptive, based around a 'conversation' and on looking forward.

During a question and answer session which followed the presentation, C Coupar suggested that there were always a number of employees unwilling to engage in such evaluation and that there needed to be enthusiasm and positive attitudes amongst management to achieve success. C Judge noted that the pilot had deliberately focussed on potential sceptics and P Steel reported that feedback had now suggested that individuals not previously engaging had relished the opportunity to sit down and participate with their manager.

In response to a question from the Convener, the Corporate Human Resources Manager agreed that further updates be provided to future meetings of the JCC following full implementation of the revised Employee Review and Development Framework, with the next update probably taking place at the November 2016 meeting.

## **6. DESIGNATION OF PUBLIC HOLIDAYS - 2017**

There was submitted and noted a report by the Corporate Human Resources Manager (G/16/105) (1) updating the Consultative Committee on the proposed designation of public holidays for 2017 and (2) seeking trade union views on the re-designation of one public holiday for certain employees who normally work at the weekend.

Trade Union representatives were invited to provide any further feedback on the proposal contained in Report G/16/105 by not later than 16 June 2016.

## **7. SALARY SACRIFICE – SHARED COST AVC SCHEME**

There was submitted a report updating the Employees JCC on the introduction of a Shared Cost Additional Voluntary Contribution (AVC) Scheme within Perth and Kinross Council for Local Government Pension Scheme (LGPS) members. In response to a question from Councillor Roberts, the Corporate Human Resources Manager reported that she was not aware of any age restrictions applicable to participation in the scheme. She added that this would be checked and further information provided directly to Councillor Roberts if this was not the case.

## **8. EMPLOYEES HEALTH AND WELLBEING – CASE STUDIES**

As had been requested at a previous meeting of the Consultative Committee, the following cases studies (G/16/107) were submitted and noted:-

Winter Flu Vaccination Programme  
Health Promotion  
Physiotherapy Service.

## **9. FAIR WORK FRAMEWORK**

There was submitted and noted a copy of a Council Report by the Depute Chief Executive, HCC (Corporate and Community Development Services) and Chief Operating Officer (G/16/104) updating the Council on the Fair Work Framework 2016 which was produced by the Fair Work Convention.

The Corporate Human Resources Manager confirmed that further updates would be provided to future meetings of the Consultative Committee.

## **10. TRANSFORMATION PROGRAMME**

The Corporate Human Resources Manager provided a brief update on the current completed series of reviews and meetings relevant to the Council's Transformation Programme. She noted that there would be a more detailed conversation with Trade Unions in the future and confirmed that P Steel had issued invitations to previous meetings, however, not all members had been able to attend.

## **11. VALEDICTORY**

On behalf of the Council and the Employees JCC, Karen Donaldson paid tribute to the long and dedicated service of Colin Coupar. She recounted Mr Coupar's very significant and dedicated contribution to the Council as the Unite the Union Trade Union representative and specifically thanked him for his role within the JCC as Joint Secretary. Members joined Karen in wishing Colin well in his forthcoming retirement.

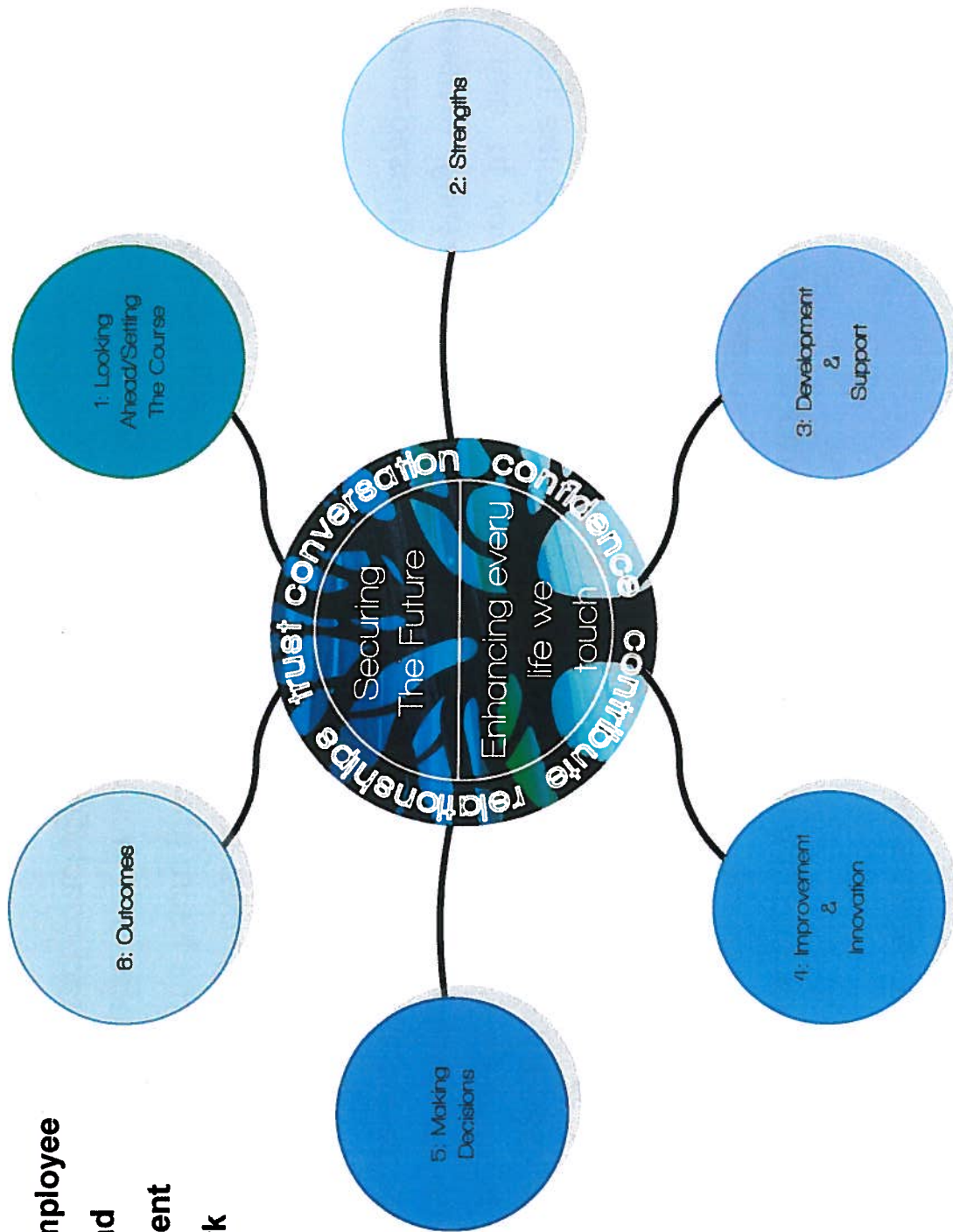
## **12. ANY OTHER COMPETENT BUSINESS**

There were no other items discussed.

## **13. DATE OF NEXT MEETING**

The next meeting would take place on Thursday 22 September 2016 at 10.00am.

# **DRAFT Employee Review and Development Framework**



Employee Review and Development is an opportunity for employee and manager, to take time to think together, to discuss what's important, agree priorities and explore options for achieving this. This should be undertaken annually.

This ERD framework sets out the themes to be considered and discussed. The aim of each theme is provided to support the discussion together with suggested questions and dialogue. A coaching style conversation using open questions is recommended, to provoke thought and identification of employee's own goals and solutions, building empowerment and self-confidence. There is no definitive order to the discussion of the themes however the flow of conversation naturally follows the themed numbering. It is suggested that the Team Plan and Business Management and Improvement Plan are considered prior to and during the conversation so appropriate connections can be made. After the meeting, reviewees should record their development needs and agreed next steps in email correspondence to their manager.

This framework supports the Learn Innovate Grow ethos where employees are expected to take responsibility for their own learning, actively seek opportunities to learn new things and ultimately contribute to the future growth of the organisation and transformation.

Useful links and contacts are provided. If you would like to find out more about using a coaching approach contact [coach@pkc.gov.uk](mailto:coach@pkc.gov.uk).

## How it works

- 🌳 BMIP / Team Plan
- 🌳 6 Themes
- 🌳 A coaching approach
- 🌳 LIG philosophy – individual's responsibility and contribution
- 🌳 Useful links and contacts
- 🌳 Record outcomes in email correspondence



## Aim

- Review / consider Team Plan / individual work plan
- Consolidate understanding of own and team role in supporting the Service / Organisation in what we are trying to achieve
- Recognition of what's important
- Agree on the 'what' – discuss the 'how'
- Solution mindset
- Customer focused

## Suggested questions / dialogue

- What's coming up for us?
- What's core business and what's new?
- What are our priorities?
- So, thinking about your role within the team how best can you utilise your time to support these priorities?
- What do you need to do?
- What might you need to do differently?
- How will you do this?
- In what way have you achieved something similar before?
- What support do you need?
- Where might you get this support?
- What steps need to be put in place?
- What needs to happen?



## 2: Strengths



### Aim

- Valuing contribution
- Positivity
- Encouragement
- Reflect on successes of own role
- Reflect on contribution to team / organisation successes
- Let the reflections permeate, reinforcing own value and strengths
- Identify skills, knowledge, expertise which can be shared with others

### Suggested questions / dialogue

- Here's what I've noticed / value about you...
- What's gone well for you this year?
- How do you know it was successful?
- And what other successes?
- What's gone well for the team this year?
- Tell me about your part in that?
- Thinking about your part in these successes, what can you share (skills / knowledge) with the team / others so they can learn from you?

(To share your skills / knowledge / expertise access 'I'd like to share' or view the Always Learning page on eric).



### Aim

- An understanding of what needs to be learned
- Encouraging responsibility for own learning
- Opportunity for growth
- Understanding of ambitions / aspirations of self / team
- Raise awareness around where learning might be found e.g. from manager, colleagues, Always Learning page on eric...
- Encouraging the sharing of knowledge / skills with others

### Suggested questions / dialogue

- What do you need to learn to support your work and customer group?
- What can you do to develop this area?
- What new skills do you need to learn to help achieve your individual work plan this year?
- What do you need to learn?
- Who could you learn this from?
- What else can you do?
- Looking ahead, tell me about your ambitions / hopes / interests?
- What are you going to do as a result of this conversation?

Contact [innovate@pkc.gov.uk](mailto:innovate@pkc.gov.uk) with suggestions of learning requirements.  
Find out more about coaching at the Always Learning *eric* page or contact [coach@pkc.gov.uk](mailto:coach@pkc.gov.uk)



### Aim

- Improving every day practice
- Encourage innovative practice
- Encouraging new ways of thinking and working
- Discussing ideas and possibilities
- Encourage ambition
- Consider better use of resources e.g. financial, time, people
- Consideration of improvement methodologies

### Suggested questions / dialogue Improvement

- In what way might we make X even better?
- What could we do better? And what else? And?
- In what way will this improve outcomes for our customers
- What needs to be done?
- What needs to happen for you to make this improvement?
- How might you do this
- What steps do you need to take?

### Innovation

- If you could change one thing what would it be?
- How might you do this?
- How can we better support our customers?
- What do our customers want from us?
- How can we work with our customers differently?
- In what way might we solve X?
- What would help you feel empowered to make recommendations around improvement / innovation?

Suggestions regarding improvement / innovation can be forwarded to [innovate@pkc.gov.uk](mailto:innovate@pkc.gov.uk)

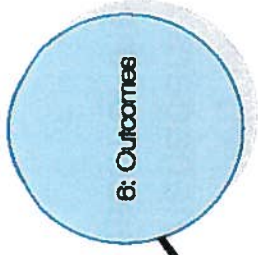


### **Aim**

- Building confidence
- Awareness of when to challenge / conform
- Understanding context / risk consequences
- Consideration of improvement methodologies / project management methodology / risk management

### **Suggested questions / dialogue**

- What's your understanding of an authorising environment?
- What areas are you confident to make decisions around?
- I agree with X, I suggest XX
- What do you need to consider before making these decisions?
- What mechanisms / tools could you use to support decision making?
- What would support your decision making?
- What areas would you seek advice / guidance on?



### **Aim**

- Both parties agree next steps
- Commitment to action and progress / accountability
- Thinking SMART
- Confirm agreement in email correspondence between both parties
- Reinforcing what's important

### **Suggested questions / dialogue**

- Thinking about our discussion you could do X and X and...
- What are your next steps?
- What will you do from today?
- When will you do this by?
- What support do you need?
- Who will you involve?
- What barriers do you need to overcome?
- On a scale of 1-10 how committed are you to doing this?

## **Feedback from the pilot sessions**

- One of the biggest wins was the protected “permission” to just have a conversation: we ranged far and wide without constraints of the old continuum and both found that far more productive and empathetic.
- Supported a much more positive approach to ERDs, was easy to use with a good range of supportive questions that prompted forward looking and positive discussions.
- we liked the emphasis on the employee progressing their own aspirations/actions - but in a supportive environment facilitated by the manager.
- Fully support the Learn Innovate Grow ethos, and the employee taking responsibility for their own learning.
- All in all really positive, the sooner this is rolled out the better! I trialled this with 4 managers and since then more have asked to use it given the enthusiasm of their colleagues.