

Annual Workforce Report for Perth & Kinross Council – 2018

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Case Study: Intent Based Leadership

In 2018, we introduced a pilot programme called Intent Based Leadership (IBL) specifically to address our cultural aspirations of developing an authorising environment, supporting leadership at all levels and working differently with communities. All of these require an element of giving up control, and supporting others to lead; an interesting concept in an environment where we are held publicly accountable for our work, and used to working in a hierarchical decision making structure. This was a new programme, and we have been one of the first organisations in the UK to pilot the approach. The experience has offered rich learning, not just in terms of the actual programme, but also in terms of our views and experiences of leadership, and discussions on what it is that we are seeking to change. So far, the programme has included:

- *A SONAR experience (a survey, focus groups and 1:1 discussions), to gain insight into how people experience leadership within PKC. The volume of data was significant, and it has been challenging to develop a concise analysis. However, we are working on aligning the IBL information with Employee Survey results, to deepen our understanding of strengths and areas for development*
- *Workshops: 70 of our executive / senior managers participated in these to learn more about IBL concepts. We learned a lot through this process – the workshops didn't hit the mark for some of the participants. However, we are using people's feedback to reshape the next phase of the programme*

So what worked well?

- *Five of our CMG group experienced 'Live 1:1 Coaching', where participants were observed in action at work, and offered feedback. This experience has been highly valued by those taking part, and we plan to extend this opportunity more widely in 2019. Comments include:*

'This was a very challenging and highly rewarding experience. The skilled observations of the assessor gave a very clear analysis on the areas of strength I didn't really consider I had, but also pinpointed the most significant areas for improvement. I'd strongly recommend this approach to anyone who is serious about creating a workplace environment where everyone engages, contributes their full capacity, and has more control over their work'.

'I found this to be a valuable experience which gave insight into my style and traits, with practical tips about how to adapt my behaviour and actions in future, linked to the principles of IBL. I valued the investment my employer was making in me – a different approach to leadership development, tailored to the individual and work based'.

'I was offered very valuable insight into my interactions with my team. The new techniques I have learned have been very relevant and useful in my day to day working and I was directed to various sources of information as well as using the David Marquet ladder of leadership, all very helpful'.

- *Employees from a range of business areas participated in an IBL Leader Chain, to review part of the Establishment Approval Process (EAP), using IBL principles. The experience was experienced very positively by participants who valued the opportunity to understand the EAP process from different perspectives. The Corporate HR Manager, who volunteered to pilot the experience, commented:*

'I used the IBL Chain process for the review of the Vacancy Fulfilment Process which will be piloted in Education & Children's Services. It was an appropriate improvement methodology for this review because it focussed our effort and energy on co-designing with the users of the process rather than consulting them on something that had been developed in isolation. It goes beyond consultation into collaborative design by bringing all levels of users and decision-makers together. The process used IBL principles and practices as guides to create an authorising environment. The IBL Chain process fits well with our Learn Innovate Grow ethos – these were strong connections which participants could identify with and apply to good effect'. Feedback from the Corporate HR Manager, who volunteered to pilot the IBL Chain in her area.

- *To broaden access to IBL, we held informal opportunities; 50 employees (from all levels and areas) attended 6 'Let's have a conversation about IBL' sessions. Of those completing evaluations, the main reasons for attending included 37% indicating they already had an interest in IBL and 38% indicating they plan to use the principles in their work. 100% of respondents indicated they would recommend the opportunity to a colleague.*

Workforce Challenges and Opportunities

Teaching

The teaching workforce makes up approximately one third of the Council workforce.

Like other Councils, we have continued to have difficulty in recruiting to posts in some rural areas, denominational schools, English, Home Economics, Gaelic, STEM subjects and promoted posts. Both fixed term and permanent and part time posts have proven difficult to fill. This is in part a result of the general shortage of teachers nationally which is being addressed through investment in additional training places and new routes into teaching. The lock on teacher numbers and high number of vacancies mean teachers have many choices over when and where they choose to work. This impacts on retention of current staff and engagement of supply teachers.

There has been significant investment by the Scottish Government and locally on promoting teaching as a profession – including advertising campaigns, the development of a [microsite](#), including film clips and recruitment packs.

A **Learn to Teach Programme** to retrain existing employees as teachers is now in its third year. This initiative secured 10 additional permanent teachers and 7 probationers from August 2018. Now working collaboratively with Tayside and Fife Councils, a further 3 employees will commence their probationer year in August 2019. Employees who have gone through the Programme share their [experiences](#).

Collaboration with the University of the Highlands & Islands (UHI) and the University of Dundee has created a **new route into teaching**, including a bespoke [BA Hons in Food](#).

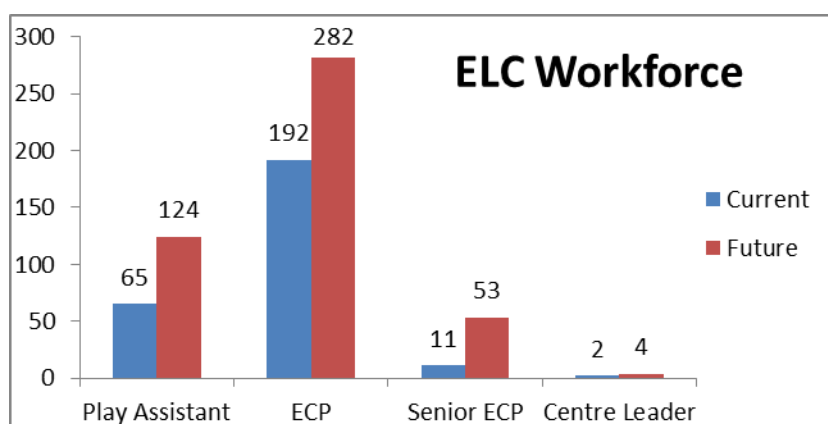
[Nutrition and Textiles Education](#). This project, supported by the Scottish Government, is a first for teacher education in Scotland.

We continue to manage the demands of changing school rolls and are planning for any outcome from the School Estate Review. This year, recruitment campaigns, with a strong focus on social media, were launched to recruit 13 Principal Teachers and Depute Headteacher for Bertha Park, Scotland's newest Secondary School. Further recruitment is planned for support staff. Specific planning and analysis will ensure [Bertha Park](#) Secondary School is fully staffed to support its learners in August 2019.

A revised Headteacher and Depute Headteacher Appointment Procedure supports the Council's Recruitment and Selection Policy and Standards for Headship. The procedure includes involvement from the school community; central Education & Children's Services and elected members. E-learning training is being developed to support Parent Council members who participate in HT/DHT recruitment. Additional measures to improve the applicant experience include a less onerous application process. We are now working on a **Principal Teacher Appointment Procedure**.

Active support for Headteachers and future school leaders to develop key skills will help create future leadership capacity.

Early Learning and Childcare



Early Learning and Childcare is a growth area within the workforce, with an increase from 600 hours to 1140 hours for all entitled two, three and four year old children by August 2020. Our [Early Years and Learning Expansion Plan](#) which has been submitted to the Scottish Government includes a workforce plan for this staff group.

All efforts are focussed on ensuring the planned increase in the Early Learning and Childcare workforce delivers a high quality of provision – new entrants must have the right skills, flexibility and expertise to deliver our future requirements. At the same time we are supporting our existing staff through the phased implementation, new working patterns, new ways of working and extended days. Training and development for existing staff and those aspiring for promoted roles is at the heart of the expansion plan to meet workforce requirements. New career pathways are being explored, including new opportunities for promotion.

Early

As part of the expansion there will be increased collaboration with our partner providers and childminders to deliver on a commissioning basis. We are required to support our local businesses as they form an essential part of our expansion plans.

Our [Men into Childcare](#) course is now in its third year and is growing from strength to strength. 5 cohorts have completed since 2015. Working with the University of the Highlands and Islands (UHI), this initiative delivers a free bespoke course specifically for men and provides participants aged 16+ with an introduction to working with children in a professional capacity while gaining a qualification. Men who have completed the course share their [experiences](#).

We are in our second year of supporting Modern Apprentices (MA's) in Early Learning and Childcare. 13 employees are currently on a 15 months programme, to gain an SVQ Level 3 in Social Services (Children & Young People). A rolling programme to appoint additional MA's is planned in the lead up to August 2020

We have created a new Early Years Career Pathway for four employees who previously worked at Beechgrove House and who were keen to pursue a career in childcare

A second Learn to Work in Early Years Programme has been launched to retrain existing employees. 11 employees from year one will graduate in January 2019. Staff going through this Programme share their journey, [Sarah's Story](#).

Brittany's Blog

I have always wanted to be an Early Childhood Practitioner (ECP) ever since I was young. I left school at 16 and went straight into working. I then got my car, so I could never go back to full time college to complete my HNC qualification to become an ECP. When I saw the Council were offering staff the opportunity to do their HNC through 'Learn to Work in Early Years', I couldn't believe it. I would be able to gain my qualification in becoming an ECP, as well as still working in my job and earning my current salary. I applied for the course and was so pleased when I was successful in getting a place.

The course runs from January to January. I started in January 2018. Throughout the year, I am released from my current job to go out on placement in a local nursery. We are on placement for 3 blocks of 4 weeks over the year. I have absolutely loved being on placement, it gave me a great insight into what it was really like working in a nursery and from then on, I just knew that was what I wanted to do. I have been in the same nursery for each of my 3 blocks of placement, which has been great as some of the children are still there from the previous block and they still remember you, which is lovely! I was also able to just go back after the first placement and know the nursery's routines and knew all the staff which was great, rather than going into different nurseries and having to get to know the staff, children and routines all over again.

The course is an excellent opportunity and I would highly recommend anyone who wants to work with children to put themselves forward for the course. Before applying for the course, you need to be prepared to make sacrifices in order to be able to gain the qualification and work your way through the assessments as there is a lot of hard work required throughout the course as you would expect. My two tutors on the course have hugely supported my class and I and really pushed us through it.

I have been so lucky to have such a great class. We all get on so well and help and support one another. As well as working hard, there are so many laughs and giggles and I wouldn't have been able to get through the course if it wasn't for my supportive class. Not only have I met new people, but gained new friends!

Gabi's Journey

I applied to be a part of the ECP programme which I saw on eric as I have always been interested in working with children. I found this to be a perfect opportunity to achieve something I have always wanted to do. It was very easy to apply and after I got the go ahead from my line manager and a letter from Head of Service to release me from my current job once qualified, I was accepted for an interview. The interview was very relaxed and supportive. It did not take long at all to be told that I had made it onto the course.

I am not going to lie and say it is easy as it is hard work juggling working full time as well as studying and running a household. But by being committed and organising your time wisely, I feel this is achievable. It took me a few weeks to get back into the way of studying as I have not studied for a while but having the support from the lecturers and all the other students as well as my line manager does help to get through it.

Once on first practical placement, it was very clear to me that I had made the right choice! It gave me a clear vision of what my future would be and made me more determined to successfully complete the course. No matter how hard the course gets, my vision was *'now this is what I want to do, and I will do my best to achieve it,*

Remodelling Residential Care – REACH

Until November 2017 we provided a small in-house residential care and respite for a very limited number of young people, although high quality, it did not address the needs or demands of all of our most vulnerable young people.

Aimed at young people aged 12-18, we changed our model known as REACH, to provide a simplified access to our services for vulnerable young people and families, developing a solution focused and consistent culture to solving problems through a dedicated, multi-disciplinary team.

We worked closely in partnership with our NHS colleagues to develop the roles required for the multidisciplinary team, including Speech and Language Therapist and Clinical Psychologist. We also provided a secondment opportunity for an Outreach Teacher.

A consultative approach was undertaken with staff and unions to ensure a smooth and efficient transition to the new service. Given the requirement of the new service to work a shift pattern and provide an on call cover, this was not without its challenges. However, being open and transparent with staff allowed us to meet the needs of individual staff members concerned and the service we wished to provide.

Work was undertaken to find suitable alternative employment for individuals who could not commit to the shift patterns due to personal circumstances. The Council's Workforce Change Framework enabled these employees to be supported into other roles within Education & Children's Services who benefited from retaining their skills and experience.

The transformation project is currently in the early stages. The multi-disciplinary team is now in place and the go live date for full implementation is early January 2019.



Adult Social Care

The Home Assessment Recovery Team (HART)

Caring for people in their own home has long been part of social care. For the Health and Social Care Partnership, a new approach was needed to ensure that people moved out of hospital and into a home setting without delay, whilst reducing unplanned hospital admissions. Following consultation, the HART model came into being. The challenge for our Care At Home staff was moving towards different ways of working, by improving reablement skills for independence and reducing the amount of downtime. Group and individual meetings took place with staff and a new rota was implemented. Training across HART has been extensive with a renewed emphasis on the quality of care and support delivered. The team name, HART, and uniform style were chosen by staff. Other ways of engaging have included nominations from staff recognising their colleague's contribution and leadership champions from key areas of service delivery.

A manager said 'the key to the changes was keeping communications open all the way and constantly engaging with staff'

Our carers, with various years of experience, said 'I was excited about the prospect enabling and empowering people to do more for themselves. It makes me feel good when I see how proud someone is when they regain skills and knowing that I have helped them to get there.'

'Rota change – helps more, I know what I am doing for the rest of the year. Gives more flexibility with my family life. Do feel now that I have a work life balance. I can balance the family life better. I like the group of colleagues that I was put with they are very supportive, they kind of mentor me.'

In this area, last year 12 people undertook the employee survey and this year 70 took the time to engage and feedback.

Recruitment of HART staff

An ageing workforce, many fixed term contracts and a poor response to social care job adverts meant a different approach was required to recruiting staff. Our advert was re-worded and recruitment campaigns and roadshows were undertaken throughout Perth and Kinross, backed up by social media. All potential applicants were offered support with completing their online application and were guaranteed an interview. An intensive induction was followed by a review after six weeks.

As one new member of staff said *"this was one of the most supportive recruitment processes I have ever been through."*

All the posts were filled and staff from varied backgrounds, including retail and catering, are now working within the HART team. The progress of the new recruits will be monitored so that their employment experience can feed into improving our approach to recruitment and retention.

Team Leader, Shoina MacLean, commented *"the managerial time invested has given us enthusiastic and caring employees who may not previously have progressed through the recruitment process."*

Transforming Residential Care

The transforming residential care saw the redesign of services with closure of one facility impacting on 37 staff. Many of the staff had worked in the care home for much of their career

and struggled to imagine working elsewhere. Discussion with them about the support they would find useful started early in the process: group meetings then took place along with individual one to one consultation and support meetings. The Human Resources and Corporate Organisational Development teams worked closely with managers to support individual employees and with trade unions; to encourage staff to consider their options in terms of alternative roles and careers within the Council or outwith. Of the 37 employees, eleven left the organisation voluntarily and the remainder moved to different roles, locations or careers to continue working for the Council.

The Council's Framework for Managing Workforce Change and the Job Families approach have been designed to enable a flexible approach to agile workforce solutions. Both were utilised to facilitate a supported and easy movement of staff to areas of the organisation in which their skills and experience could be developed and utilised.

Having certainty of roles and planned moves early in the process resulted in reduced anxiety for staff and eased the transition to continued employment within the Council. Individuals were given the opportunity to shadow existing postholders in different work areas, to meet prospective line managers and undertake trial periods. One to one tailored support was provided for learning needs, such as interview skills and career coaching. A career pathway was created to enable four staff to transition from their current role to a different role within Early Years Childcare. They moved from working with older people to working with children in nurseries, whilst being given the opportunity to gain the relevant qualification.

Quotes from employees and managers:

"It was a sad day when it closed. For me personally it's been a breath of fresh air to be working with children, learning something new and doing my SVQ3. I'm loving my placement, everyone has made me feel so welcome."

"The job that I was successful in getting is fantastic I am working with a fantastic team who have made the transition easy for me. The support and encouragement I received was also fantastic."

"The Job Family was a good way of supporting staff to understand how their job role was the same as another role in the job family and allowed them to see specific tasks they were expected to do within that role."

"I think that as part of the relocation of staff, Job Families supported the process to ensure that the staff involved were a good fit for the roles they were being moved to particularly in terms of skills, values and attitudes."

Housing and Environment

Overview of Creating a Unified Service

The Senior Management Team has worked closely with Human Resources and Organisational Development in involving staff in bringing together teams in a strong and cohesive way. This approach is helping to develop a culture where there is a shared understanding of purpose, where everyone can identify with the council strategies and objectives, and how everyone can contribute to delivering the best services possible.

The ethos and culture, developed with Housing and Environment colleagues, has been used as a focus for discussion over recent months. Five half day sessions with managers and team leaders, involving around 200 people so far have taken place. In addition, a unified Housing and Environment service structure has been developed, ensuring that job roles are flexible and responsive to the changing needs of the organisation.

Housing Repairs Review

The review of the Housing Repairs Service included the redesign of Coordinator and repairs roles at locality level. The Housing Repairs Service is already evidencing improved communications and seeing the benefits of a much closer working relationship with the four Housing locality teams and Housing Area Coordinators. The teams are working flexibly across Perth and Kinross and are clear on their roles and responsibilities. The majority of trades are now fully embracing mobile working, with amended contracts in place from 1 November 2018. The full implementation of the upgraded work scheduler and mobile working facility, due early 2019, will ensure continued efficiencies in service delivery.

Service Manager, June McCall stated “We have achieved our targets for savings during years 1 and 2 of the Project and are on target to achieve further savings this year and in the fourth and final year.”

A training plan is in place to ensure a smooth transition for all employees to new ways of working. Locality Coordinators in Repairs are undergoing training to support them with the people management aspects of their roles.

Some success has been achieved with alternative ways to attract and recruit to previously “hard to fill” posts in the Repairs team.

Construction, Property and Engineers

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

This is a profession which has hard to fill posts caused by salary levels, lack of expertise/knowledge, competition with the private sector and complexity of projects. There is also a UK wide shortage of Engineers.

In recent years, we have developed relationships with our partners to share best practice and knowledge when gaps are identified, such as roads collaboration with Dundee City Council and Angus Council.

We have shifted from a client/contractor model for asset improvement and maintenance to service led initiatives which addresses skills gaps and reduces reliance on consultants and agency staff

The Scottish Futures Trust (SFT) Construction Procurement Competency framework is used in recruitment and development discussions.

Defined career paths, in particular Professional Trainee and Modern Apprentice opportunities, help attract young people to the public sector and retain talent.

We have recruited a Graduate Apprentice who is training with the University of Dundee and other graduate programmes are being developed.

We actively promote the Council's work-life balance opportunities to attract suitably qualified candidates to live and work in the area.

Creative recruitment adverts using social media have been successful tools.

HGV Drivers and HGV Mechanics

There is a national shortage of HGV Drivers and we have experienced difficulties in recruiting and retaining staff, mainly because our salary levels are not competitive with the private sector within this sector, notwithstanding the work-life balance and pension benefits the Council can offer.

We have an ageing workforce – therefore, it is important to have a talent pipeline of HGV workers coming through to meet future skill requirements. We are seeking funding to train and employ additional HGV Mechanics. We are also aware that Brexit may impact on attracting HGV workers from overseas which may have an indirect ability on our recruitment success.

Failure to attract and retain HGV workers could result in major disruption for the Council because of the effect it will have on our communities.

For these reasons, our workforce planning has led us to put in place an In-house Driver training programme to develop our existing workforce.

We will continue to offer our established Modern Apprenticeship programme to attract young people to be HGV Mechanics, with a view to them being retained as employees on completion.

We are carrying out a public and private sector benchmarking exercise to review salaries in this area.

Attract, Retain and Develop Talent

Job Families - Quotes from Some Recruiting Managers

“Job families have definitely helped with the process of recruiting new staff into the council and into roles/positions within teams, the job families have focused on what is required for that role/position and in doing so has aided in writing a better description for the job advert. The job families also gives better clarity to what differences there are under each grading, allowing for transparency and better interview questions, pitched at the appropriate level for that role/position within the job families. I found the Matching People 2 Jobs process and Job Families work very well together, making for a more rounded experience for the recruiter and for the prospective candidate.”

“As a management team we have used the Matching People 2 Jobs assessment tool on a few occasions in the last year. This has been across various posts from care staff to managers and has allowed us the opportunity supplement the current recruitment processes in terms of suitability and selection. The Matching People 2 Jobs behavioural assessment tool has encouraged us as managers to be more creative in terms of our selection and interview processes, it has influenced and guided our questions for interview, and has allowed us to see the interviewee and potential employee more holistically. We have also been able to recruit and appoint employees in accordance with the fair recruitment and selection policy but through an enhanced process giving insight via the assessment tool into how people think and behave in a variety of business situations. The enhanced process has in our view been positive and beneficial; additionally the information provided has contributed to the decisions reached in terms of the applicant’s suitability for the role within the organisation.”

Young People

Case Study – Lucy Grant, Social Media Marketing Modern Apprentice

Lucy was the Council’s first Modern Apprentice undertaking this exciting digital marketing qualification. The purpose of this new role is to highlight (market) the work of Perth and Kinross’s Developing Young Workforce Team - <http://dywpk.org.uk/>. Lucy states she “feels valued and developed and enjoys applying her skills to a real-life job” (running the Twitter and Facebook accounts). She is thoroughly enjoying the Modern Apprenticeship and feels fully supported by her assessor, stating he is a “real digital entrepreneur”. Lucy’s manager, Fiona Reith, appreciates the energy, creativity and digital skills Lucy brings and is enhancing a fresher approach to the work the team does. Fiona has recently expanded Lucy’s role to include updating the website and issuing their newsletter which in turn allows them to better support stakeholders. Fiona states “having someone to regularly analyse our on-line and marketing activity and recommend new strategies and tactics has been indispensable in evolving our plans”.

Case Study – Andy McMeekin, Digital Skills Graduate Trainee

Andy joined the newly formed Digital Skills Team last year. His supervisor, Chris Wright, states he has “made such a positive impact right from day one... helping the team lead more than 80 events, publish 25 individual video clips and more than 450 on-demand knowledge articles”. Andy explains that “given how limited my digital skill-set was 12 months ago compared to now, I feel that I have/am achieving a high level of personal development within PKC. This in part has been down to the high level of trust and confidence I feel that my manager(s) have had in me from day one. This has in turn given me complete confidence to embrace each project as a fresh and enjoyable new challenge. Feedback from various learning sessions that I have facilitated has demonstrated that I am delivering a much needed product to a grateful audience. This in turn has made me feel valued in the workplace in which I feel proud to be working for a large organisation such as PKC”.

Healthy Working Lives

Physiotherapy

Our pro-active approach to physiotherapy includes in-work referrals and has been successful in preventing what may otherwise have been lengthy musculoskeletal absences, particularly in physically demanding posts.

- *'a superb intervention to prevent potential absence from the workplace'*
- *'better service than NHS physiotherapy'*
- *'I found the service very helpful and I am now continuing my exercises at home, and I have noticed huge difference as I don't receive nearly the same pain as I used to'*
- *'highly recommended 1st class service'*
- *'my problem had been recurring over several years so now I have the tools to put things right and avoid having to miss work again'*
- *'the physiotherapist helped aid a quicker recovery and allowed me to feel I could continue working'*
- *'this intervention has likely prevented me being off sick'*

Financial Wellbeing

The Chartered Institute of Personnel & Development, in partnership with Close Brothers reports how financial concerns can affect employee mental and physical health and the impact that this has on business performance.

https://www.cipd.co.uk/Images/financial-well-being-infographic_tcm18-17442.pdf

In the last year our focus has been on supporting employees planning for the future. Examples include:

- *Preparing for Your Future – a one day workshop run approximately 4 times a year*
- *Flexible Retirement Scheme – four learning lunch sessions to provide further information on the provisions of the scheme*
- *Additional Voluntary Contributions Scheme – eleven sessions delivered in various workplace locations to LGPS and STSS members*
- *Shared Cost Additional Voluntary Contributions Scheme – communication campaigns to raise awareness of the new salary sacrifice scheme available to LGPS members*
- *Promoting Perth and Kinross Credit Union*

Working with the Council's Welfare Rights Service, we ensure that staff are encouraged to use their services when faced with life changing situations. Work is planned to raise awareness of sources of advice and support and to remove the stigma around debt and financial problems, particularly with the major changes in welfare benefits which also affect people in work.

Flexitime Scheme

As Council services transform, we need to ensure staff working patterns evolve to meet the needs of customers and services. The Flexitime Scheme has been re-designed to support a more flexible and agile workforce. Around 100 employees in Housing & Environment have been participating in a pilot to test changes to the Corporate Flexitime Scheme.

The revised Flexitime Scheme will be implemented from 1 January 2019. Participation in the scheme is subject to operational demands to ensure there is appropriate cover to effectively deliver Council Services. The main changes are;

- *Removal of Core Hours*
- *Change from 13 x 4 weekly accounting period to 12 x calendar monthly accounting periods*

Fair Work

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

In 2017 you said: Within the Council, keeping the channels of communication open is critical – such is the pace of change, that people appreciate being provided with real time information on developments. The same applies for communities – there is a sense that people outside the organisation aren't fully aware of the level of challenge facing public services, and what this means for them.

In 2018 we are reviewing our communications channels to find out which are most effective. We aim to refining our approach to avoid information overload and make sure the important info cuts through the noise.

Valuing Skills, Expertise and Wellbeing

In 2017 you said: Professional expertise is more important than ever - we need to ensure that people are multi-skilled, and able to move around the organisation as required to support the delivery of priorities.

In 2018 we extended the Job Family framework to support the deployment of staff across the organisation within broad job family levels. There is greater transparency of the skills and behaviours required for roles within job families which supports staff development by having visible career pathways throughout the organisation.

In 2017 you said: The ongoing reduction in workforce is impacting on those who remain in terms of increasing workloads. It is becoming increasingly challenging to maintain levels of performance, or the range of services currently on offer, within this environment. There is a greater reliance on discretionary effort, and this is unlikely to be sustainable in the longer term. Wellbeing of staff will be fundamental to continued organisational resilience.

In 2018 we increased our wellbeing and resilience initiatives to improve physical, mental and financial wellbeing. 'Developing Your Resilience' workshops have been requested by teams in locality areas (over 30 delegates participating to date) which will continue during 2019. Monthly opportunities are programmed throughout 2019, and the workshops will also be offered to delegates at a secondary school Wellbeing Festival to be held early in the New Year.

Keeping the focus on Early Intervention and Prevention

In 2017 you said: There are concerns that the cumulative impact of savings will impact negatively on priorities such as early intervention and prevention, and services which support those in most need.

In 2018 we further developed the [Integrated Appraisal Toolkit \(IAT\)](#) within the Council to assess all proposals against criteria for reducing poverty and socio-economic disadvantage, eliminating discrimination, advancing equality of opportunity and fostering good relations between equality groups.

The IAT should first be used at the initial stages of proposal development to screen the proposal for any likely negative or adverse effects in relation to poverty and human rights. After completing the IAT, it should be evident if your proposal is likely (or not) to have significant implications for reducing poverty and socio-economic advantage; eliminating discrimination; advancing equality of opportunity; and fostering good relations between equality groups. If the screening process identifies that there are implications then a full Equality and Fairness Impact Assessment should be undertaken. The Equality and Fairness Impact Assessment Process has recently been revised and staff training is due to commence in 2018/19.

Future Ready

In 2017 you said: Digital skills are a key area for development, and the emphasis on working differently with communities means that we need to be open to different ways of working – this will mean 'letting go' of services we have delivered in the past, and supporting communities to develop and deliver their own solutions.

In 2018 we continued to make best use of technology to help us maximise opportunities for working in new and different ways. We now have 36 services online. 25,000 account holders used our customer portal last year, carrying out 60,000 online transactions. Our mobile working solution is making 70+ field-based staff more accessible to the communities they serve. Facebook; Twitter and YouTube are used widely as engagement and consultation channels. The Council's web site was co-designed with the help of citizen volunteers who responded to a Facebook invitation to participate. Innovative technologies are being harnessed as an integral part of care provision for citizens in their own home / community, such as sensors in the homes of vulnerable residents to enable remote monitoring and care. Our Digital Skills Team continues to support staff to grow confidence around technology-enabled change. Digital Marketing Modern Apprenticeships have been added to our broad offering of apprenticeships as a priority area within the Corporate Workforce Plan.

Changing How We Work

In 2017 you said: As the organisation gets ‘leaner’ we need to continue to reduce layers of bureaucracy, maximise the use of technology, and support the further growth of an authorising environment, so that people can work more efficiently and focus their efforts on what offers the most value to the citizens and communities of Perth and Kinross.

In 2018 we reviewed a key corporate process to reduce bureaucracy, starting with Vacancy Fulfilment. New arrangements are being co-designed by users of the process in order to free up capacity, make better use of technology and ensure effective governance remains. The new arrangements will be piloted in early 2019.

In 2018, the corporate mobile working solution allows staff to deliver services in the field and on the move – in clients’ homes, places of work and public locations. It enables staff to work more productively, allowing for increased amounts of time to be spent dealing with cases and clients, and reducing time required for planning day to day activities, travelling between visits and for administrative tasks such as rekeying data into systems. Improved real time management information such as who is undertaking a visit, when the visit starts and when it is completed is supporting more efficient mobile workforce scheduling and the allocation of resources against planned or unpredictable work demands

In 2017 you said: The approach to transformation and collaboration needs to evolve to allow those involved adequate time and space to focus on the work in hand, and learn new skills which will help us rethink how we will deliver services, and support our communities. It is challenging to progress at the pace required whilst also managing operational services.

In 2018 we have been undertaking a thorough review of the governance and reporting process for Transformation Projects. These have helped to inform new proposals to be considered by CMG/EOT and will include alignment with Capital Project Management and ICT approaches, timely and proportionate reporting and supporting the authorising of actions at appropriate levels to work more efficiently and effectively towards achievement our outcomes. The importance of ensuring that resource follows need in relation to programme / project delivery is also included as part of this proposal.

Occupational Segregation

Occupational segregation occurs when there are clusters of one gender in a role. For example, caring roles are typically carried out by females and construction roles are typically carried out by males. Vertical segregation occurs when the jobs that are predominately carried out by one gender results in an uneven distribution of employees in the pay and grading structure that is not representative of the overall gender workforce profile.

We are continuing to work with Services to address horizontal and vertical segregation which remains a significant factor in influencing gender pay gaps. This is prevalent although not unique in teaching roles and, while the Council continues to address this through targeted recruitment campaigns and initiatives such as Men in Childcare, it is also supported nationally with the “Delivering Excellence and Equity in Scottish Government” report. However, it should be recognised that occupational segregation is a long-term issue which is difficult to tackle and requires sustained focus and commitment.

LGBTI+ Staff Network

What Our Members Say

"We've had a great first year in the Staff Network, raising awareness of some of the issues faced by the LGBTI+ community, promoting the Staff Network itself and establishing regular evening meetings so that all of our PKC colleagues have the opportunity to attend."

"The Staff Network is at last beginning to grow, with more allies and LGBTI+ colleagues joining us each month, all of whom are very enthusiastic and committed to making a difference in and around the workplace. We're also planning some events for Christmas and into next year already, so watch this space."

"Coming in to the workplace and trying to second guess colleagues reactions if you mention your sexual orientation or gender identity is a very daunting and alienating prospect for members of the LGBTI+ community."

The LGBTI+ Staff Network aims to provide a safe, welcoming environment for LGBTI+ community and allies."