

ITEM No ...6.....

REPORT TO: POLICY AND RESOURCES COMMITTEE – 30 September 2019

REPORT ON: OUR PEOPLE AND WORKFORCE STRATEGY

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 345-2019

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to seek approval for an updated Our People and Workforce Strategy.

2.0 RECOMMENDATIONS:

2.1 It is recommended that:

Our People and Workforce Strategy' (Appendix 1) is approved for implementation as a key part of our commitment to our workforce and which will underpin the immediate priorities for 2019 to 2022:

- i. Linking 'our people' commitments to other key strategies of the Council – Finance, Digital and Communications;
- ii. Ensuring our employment package meets our commitments to be a fair, equitable and employer of choice within the City and meets the requirements to consolidate the Scottish Local Government Living Wage within the pay and grading structure by April 2021;
- iii. Embedding workforce and succession planning within Services linked to the budget;
- iv. Seek to support continuing to increase the numbers of young people aged under 25 and support the aged over 55 in our workforce;
- v. The 'People Charter' is relaunched to confirm our commitments to our workforce and our expectations of our workforce with respect to rights and responsibilities;
- vi. The 4 key themes of Equality, Diversity and Fairness; Enhancing our Leadership; Managing our People and Developing our People as outlined in the strategy remain our focus.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no direct financial savings linked to the recommendations outlined in this report. However, the strategy and recommendations also underpin many of the savings within Service areas, as outlined in our Digital Strategy, our C2022 Change Programme and the workforce transformation that is required for it to succeed. The implementation of the strategy will lead to more effective workforce planning, deployment, fair and equitable terms and conditions and pay and grading structure.

4.0 MAIN TEXT

4.1 To realise our ambitions for the City of Dundee to continue to be an employer of choice, having a robust People and Workforce Strategy in place is crucial to emphasising that Our People are our most valued and valuable asset. In addition, the Council remains committed to protecting

jobs and avoiding compulsory redundancies where possible. Commitment also remains to investing in and supporting employees through change, with an integrated range of activities which consult, engage, inform and develop individuals and teams to ensure that benefits are realised and to make our workforce sustainable.

4.2 **TRENDS AND CHALLENGES**

There are many workforce trends and challenges, which mean that a robust People and Workforce Strategy is of particular importance to Dundee at the present time. Some examples are:

- Demographic changes - ageing population and workforce;
- The young workforce agenda;
- Unemployment and poverty;
- Legislative imperatives;
- Financial challenges;
- Unprecedented pace and level of change;
- New and emerging technology;
- Working patterns and a need for greater flexibility and sustainability across the workforce;
- Linking workforce planning with financial planning.

4.4 **THEMES**

The People and Workforce Strategy continues to be framed around 4 key themes to ensure that we are building on the diversity of our workforce and Dundee citizens whilst ensuring a safe and healthy working life for all. These themes are:

- Equalities, Diversity and Fairness;
- Enhancing Leadership;
- Managing our People;
- Developing our People.

Our People Charter will also be relaunched to ensure new and existing employees understand their rights and responsibilities and we embed these in our everyday culture.

4.5 **THE STRATEGY SETS OUT HOW:**

- employees will be supported, sufficiently trained, qualified and experienced to deliver quality services as they transform;
- our current and future leaders will be developed to lead, motivate and encourage innovation and be effective, supportive and approachable;
- we will communicate our ambitions and intentions clearly to our workforce, identify our strengths in how we manage our workforce and address any gaps when we are modernising our services;
- modernising our employment package including employee benefits to meet equality, workforce and the financial challenges ahead and to protect jobs.

The People Strategy will provide us with a baseline from which we can understand the internal and external context which impacts on our workforce as things change. It will assist us to make the right choices and plan and prioritise the right actions over the long, medium and short term.

5.0 POLICY IMPLICATIONS

5.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and poverty, Environment and Corporate Risk. There are no major issues.

6.0 CONSULTATIONS

6.1 The Council Management Team were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

7.1 None

Gregory Colgan
Executive Director of Corporate Services

DATE: 19 September 2019

OUR PEOPLE STRATEGY

"It is through our people that we will realise our ambitions to be a world class city and ensure positive outcomes for the people of Dundee."

Our People and Workforce Strategy

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FOREWORD

By the LEADER OF THE COUNCIL and CHIEF EXECUTIVE

To help us shape our services and prepare for future changes we are pleased to present the new revised Our People and Workforce Strategy which replaces the Our People Strategy 2016-18. Our People and Workforce Strategy 2019-2022. It aims to address the challenges being faced by providing a coherent and consistent approach to ensuring a skilled, flexible, high performing, motivated, and well managed workforce. Our employees are our greatest asset and the strategy sets out how the Council and its workforce will continue to work together to respond to the challenges we face in achieving our vision.

Many factors, such as new digital technology, legislation, and the need to make the best use of resources are changing the way we work. As we strive for continuous improvement and efficiencies we have to think about smarter ways of working to ensure we deliver excellent services to our customers.

Our People and Workforce Strategy sets out our ambitions and strategic direction for transforming our workforce and is aligned with our City Plan and the Council Plan and with our corporate strategies to ensure a consistent and integrated approach. It is built around 4 key themes: Equality, Diversity and Fairness, Enhancing Leadership, Managing Our People and Developing Our People to enable them to be productive and make the most of their skills and experience.

We are committed to this revised Our People and Workforce Strategy and to working together to make Dundee City Council an employer of choice, a city leader, provide a positive working environment where we can do our jobs well and make a difference to the people of Dundee.

Cllr John Alexander, Leader of the Administration
David Martin, Chief Executive

1. INTRODUCTION

Dundee City Council values its people and seeks to continue to be an employer of choice within the City. This overarching Our People & Workforce Strategy seeks to recognise that our People are our most valuable asset. It helps us identify our strengths in how we manage our workforce and address gaps as we work towards modernising our services to ensure we can meet the financial, workforce and demographic challenges ahead. Having a terms and conditions package that is generous, harmonised and represents fairness and equality across the diverse employee groups we employ, together with an improved employee benefits package is also vital to our holistic approach.

As we set out Our People & Workforce Strategy for the period 2019 through to 2022 and beyond, our reliance on our workforce will be significant to deliver on some of the challenges ahead. Our people will need to be highly flexible, forward looking and adaptive to traditional roles and professional boundaries. We recognise that the expertise, energy and creativity of our employees will also be essential to our success in pursuing our future ambitious and wide-ranging agenda.

To give children the best start in life, to reduce the inequalities that people face in Dundee, to continue to focus on the integration of health and social care services, the early years expansion as we strive for increased early intervention practices supporting our families. We need to develop our economy, create jobs and ensure environmental sustainability, whilst making optimal use of limited resources; we will need to equip our workforce with increasingly sophisticated skills. To deliver better outcomes, we will continue to engage fully with our people in order to harness and sustain new and innovative ways of working.

Central to the strategy is to link our workforce planning to our financial strategy, develop modern family friendly and flexible working approaches, an equitable terms and conditions of service package, promote healthy and safe working lives for our current and future employees, continue to revisit and emphasise the substantial employee benefits that we offer as an employer and invest in the right learning and development opportunities to nurture the talent throughout our Council. We will lead, develop and manage our people to enhance our overall performance working within an ethos of a 'Learning Organisation'. We will also integrate and embed continuous improvement and service design techniques into individual, team and service development to ensure that we are working across all services consistently, to build resilience, teamwork and share good practice, within and across service boundaries and beyond to our partners.

2. PURPOSE

The purpose of Our People and Workforce Strategy is to ensure that Dundee City Council has a workforce that delivers positive outcomes for people in Dundee. It sets out our approach to supporting and developing our workforce now and in the future and is underpinned by the Council's Values and Vision for our employees. It is also underpinned by the strategic themes outlined in the City Plan –

- Fair Work and Enterprise
- Children and Families
- Health, Care and Wellbeing
- Community Safety and Justice
- Building Stronger Communities

and the values of the Council as outlined in the Council Plan –

- We are ambitious for our city
- We are proud of our city
- We keep Dundee working
- We promote fairness
- We believe in public service
- We keep people safe and healthy
- We are innovative
- We include and engage with people
- We listen and learn
- We make a difference

The Strategy supported by a Workforce Plan will ensure that we have the right people, in the right place, at the right time and who have the right skills, knowledge and attitudes to provide services confidently, competently and in partnership.

Specifically it will:

- Provide the foundations for the organisational culture we need to sustain;
- Give clarity to our people and future employees on our Council's commitment to them and its expectations of them;
- Ensure our people priorities are aligned with the policy direction, financial planning, the City and Council Plans and our change programmes;
- Support leaders and managers to give clear direction to our employees and contribute to the success of the business of our Council;
- Deliver a framework for personal development and career progression;
- Reward our employees fairly for the work they do.

Vitality, we need to value and develop our workforce in the same way as we have committed to our City. It is our workforce together with our partners, who are tasked with delivering on the overarching City strategic commitments.

3. Trends and Drivers

There are a wide range of internal and external factors that impact on how we plan for our workforce. These include public sector reform, a complex legislative and policy framework, increasing public and political expectations, social and demographic influences, e.g. the health improvement agenda both for the workforce and the population of the city; the financial challenges facing the City and public sector services, including the modernisation of traditional terms and conditions of employment and the advance of technology. Attracting and retaining top talent to the Council workforce is paramount to our future success and the skills and behaviours required are evolving, requiring a mind-set that embraces flexibility, distributed leadership, partnership working, problem solving, creative thinking, being change agents while also having in-built resilience. We will need to support and redesign our approaches to how we employ, deploy, engage, develop and empower our people to respond to these factors.

Current research identifies that nothing has a bigger influence on the quality of service delivery and overall impact, than the culture and the practices of the workforce. The Council's Our People and Workforce Strategy is the formal mechanism to define current and future workforce requirements which supports the delivery and transformation of services with people development and change management initiatives to inform and change our future workforce profile.

4. Our Population and Employability Practices

An understanding of our operating context and our population is fundamental to any future workforce planning. The most recent estimate of Dundee's population is 148,750 (NRS 2018 Mid-year population estimate). Dundee has a sizeable student population of approximately 20,000, and is home to the University of Dundee, Abertay University and Dundee and Angus College.

The age group with the largest proportion of the current population in Dundee is the 25 to 44 age group. When compared to the average for Scotland, Dundee City has a larger share of people who are aged 18-30 and those who are in the very elderly age brackets, aged 85 plus. While many of the priorities set out by the Council and its partners will benefit the whole population, there are distinct challenges faced by older people and the very elderly. This will impact significantly on both demand for our Council services and potential labour supply from within our local communities, particularly in the direct care sector.

Our maturing Health and Social Care Partnership and the Children and Families Service are focussed on ensuring their workforces are engaged and equipped to embrace the opportunities and challenges ahead but there are workforce supply and demand

pressures in both areas e.g. social care for the care of our older population and in early years. The political focus on the expansion of nursery education and care are specific examples where demand outstrips supply for both the Council, voluntary sector and private providers. The impact of Brexit may also create further challenges in these areas as less EU citizens come to the UK to seek employment.

We are working closely in partnership with NHS Tayside and educational establishments on how we make a job and career in social care more attractive and develop this into an enhanced academy model with a career structure. For early years, working closely with Dundee and Angus College, a framework is now in place from undertaking foundation apprenticeships through to the development of managerial roles. The next steps are to encourage more uptake from our population into these areas of work. However, with both social care and early years, it is often the case that employers across the Tayside area are 'fishing in the same pool' with insufficient supply to meet the demands of both.

In Dundee, 28.6% of the population live within a data zone which is ranked within the 15% most deprived in Scotland. Of those who live within these areas, 65% are of working age. 35% of children in Dundee live within one of the 15% most deprived data zones.

Increasing customer expectations and complex needs have resulted in our services adopting more customer and personalised approaches which will increasingly be co-produced in partnership with individuals within our communities. These new approaches will need to be reflected in how we deploy and develop our employees following the redesign of services to improve choice and opportunity for people in Dundee in the coming years.

Supporting workless people to progress into employment is a key strategic priority for the City Council and investment is made by the council at every stage of the employability skills pipeline to progress people into or back into work. Unemployment levels, however, remain above average and levels of the proportion of the population that are in employment is below average. The citywide Employability Partnership is progressing an improvement plan to improve outcomes across all partners that contribute to the employability landscape in the city. Our Employability Model in Dundee will continue to evolve and change to provide targeted support to people who are not in work, including those with convictions and those who have been care experienced, to be competitive in the labour market. A current and specific example is a pilot project we are engaged in with Community Justice Scotland, seeking to work with employability partners to encourage those with convictions into work.

Our Council takes a lead role to facilitate the aspirations of individuals to successfully compete for jobs and benefit from the growing economic growth of our city. We support Dundee Partnership's Employer Engagement Group. We are also involved in the Regional Developing the Young Workforce Group so that employers can help shape and provide opportunities for young people. We also support PACE initiatives within the City focussing on identifying job opportunities for those impacted by redundancy and organise and participate in Employment Events, highlighting the city wide jobs on offer while promoting Dundee City Council and the opportunities it offers.

Officers, partners and local employers have worked with the Living Wage Scotland team and Dundee is the first Living Wage City in the UK. The number of accredited employers based or headquartered in Dundee now stands at 51. The Council has also adopted a Fair Work Charter and a Construction Charter.

As a Council, we have had apprenticeship programmes in place in the traditional trade professions for a number of years. The establishment of Modern Apprenticeship and Graduate programmes has been expanded to provide greater opportunities into wider work arenas within, and external to our Council for young people. It is vital that these opportunities are extended to offer more work experience and volunteering opportunities, to help encourage our potential future workforce to see and value the Council as an employer of choice.

A combination of the development of Dundee's offshore wind and decommissioning industries progression, the regional STEM Hub and the Tay Cities Deal provides a strong foundation for confidence in the ambitious jobs growth targets in the plan. The recent Michelin closure provided an ideal opportunity to influence, together with partners in Scottish Government and within the Dundee Partnership working with Michelin, on how it is possible to transform a site marked for closure into something new with a long term future with job opportunities.

These approaches show how we link to the City and Council Plans.

5. Our Current Workforce

The budget for the Council's workforce for 2019/20 is £234m which accounts for 66% of our overall net budget of £354m. At 31st March 2019, we had a workforce headcount of 6797 employees. We have a varied workforce responsible for providing all delegated local government functions.

Many of our employees (35.52%) work part-time, giving us a workforce total of 5945 FTE (full-time equivalents). Some of our workforce have more than one part-time contract, and we have a strong cohort of supply workers and casual workers. These working arrangements bring flexibility and help us to respond to changes, meet statutory requirements and demands. A large proportion of our workforce (91.94%) has a permanent contract with 8.6% of our workforce having a temporary contract. The majority of our temporary workforce are linked to fixed or ring-fenced funding initiatives with their status regularly monitored to ensure fairness and appropriate contractual documentation. Our turnover is 8%. The increased use of ring-fenced funding within early years and for health and social care maintains our current workforce numbers within our Health and Social Care Partnership and Children and Families Service, with workforce reductions spread over the other services areas.

Our people Headcount in the last 5 years

Year	Number of Employees	Full-time Equivalent
2015	7042	6129
2016	6973	6081
2017	6920	6023
2018	6913	6004
2019	6797	5945

68.32% of our workforce is female which is typical of the public sector. The largest percentage of the female workforce (57.02%) is in Children & Families and in particular Education and the least percentage of female workforce (0.13%) is in the Environment (Construction) service area. These are areas where occupational segregation is typical and therefore a greater focus is required as part of our developing the young workforce and employability initiatives to start to redress this and achieve an improved gender balance. We continue to have more males (48) than females (31) in Senior Management roles in our organisation. This too is typical of the public sector.

2.48% of our workforce has disclosed a disability. This rate of disclosure while remaining low, has increased slightly over the last 2 years with the disclosure in 2017 at 2.09% and 2016 at 1.85%. This disclosure is significantly lower than the Census information for Disclosure of Disability for Dundee (31.27%). We are signatories of the 'Disability Confident' scheme which sets out our commitment to the recruitment, development, support and retention of disabled people.

79.02% of our workforce is White Scottish. 3.82% of our workforce has disclosed they are from a Black and Minority Ethnic (BME) background, whereas the composition of Dundee's BME population is recorded as 11.14%. There has however been an increase in employees from a BME background from 2017 (3.22%).

Following the introduction of the pre-employment new start process, new employees can now enter their equality information directly into Resourcelink (HR/Payroll System) using 'MyView'. This has resulted in improved disclosure rates. We will continue to promote the MyView facility and encourage our workforce to disclose the equalities information we require.

Developing the Young Workforce

The average age of our workforce is 45.16 years old. 5.03% of our workforce is under the age of 25, and 8.38% is over the age of 60. The Council has invested considerably in our younger workforce and has created opportunities, work placements and training for, graduates and apprentices both in the Council and across Dundee and with our partners across Tayside. Our Youth Employability Service works with young people (up to age 24 and up to age 29 if care experienced) to support them into work, training or further/higher

education. The service provided the following opportunities in the last year to support the development of the young workforce. The collaborative EmployabilityTAY training programme across Tayside resulted in 94 job outcomes in Dundee. The Activity Agreement programme had 103 positive outcomes (jobs, training or further education). We also had 37 Modern Apprenticeship new starts throughout the last year and 15 new Graduate Apprenticeships. Another cohort of 7 are due to start in October 2019. The aim of our apprenticeships is to create our workforce for the future with the right skillset and values.

The Youth Employability team also generated 48 additional jobs with Small to Medium Enterprises (SMEs) through Scotland's Employer Recruitment Incentive. This brings the total number of positive employability outcomes and opportunities to 304. We will continue to invest in our young workforce in the Council and in collaboration with others.

We recognise that we have a number of employees who have caring responsibilities. Demonstrating our commitment to supporting those with caring responsibilities, we have achieved the new Carer Positive Award at the levels of Engaged and Established and we are working towards achieving the Exemplary level. Care Experienced young people are also a focus for us and we have added this category to our guaranteed job interview commitment and we are looking at the academic qualifications for entry level posts and Modern Apprenticeships to ensure we are not adding more barriers for these young people. Our role as Corporate Parents is taken seriously and members of the Council Management Team and senior officers from service areas regularly attend the Looked After Children's Champions Board.

6. Our Culture

The Council has set out our vision and values in the Council Plan and we introduced *Our People Charter* setting out the values and behaviours expected of our workforce to deliver positive outcomes for the citizens of Dundee. All employees are expected to take ownership, focus on customers, deliver results, work flexibly to respond to changing needs and treat everyone with dignity and respect. This helps us shape our culture. We expect high standards from our employees and have policies, processes, systems and guidance in place to support our employees', to celebrate their successes. Embedded into our culture is support and supervision, Employee Performance, Development and Review, team meetings, service and corporate messaging via OneDundee or for our workforce without ready access to the electronic messages, briefing sessions are provided. We regularly survey our employees for their views which has helped inform our management behaviours, learning and organisation opportunities and helped with the content of our Communications Strategy. We have an annual Outstanding Service and Commitment Awards ceremony, Long Service Awards Ceremony to recognise the achievements of our employees and the impact their work has had on our communities. Our future workforce planning will consider how the Council will evolve with greater focus on partnership with our communities and city partners, how we listen to our workforce and how we ensure that our behaviours and leaders, managers and employees align to our Council Values.

Our People Charter

We are committed to our relationship with the trade unions, both at corporate and service level with forums to discuss policy and practice and engage with employee representatives on any change being planned. We have a shared commitment to local collective bargaining and through membership on national associations via the Convention of Local Authorities (COSLA) e.g. SOLACE, SPDS, Directors of Finance etc., we influence national bargaining for conditions of service and for pay reviews. Locally, we work in partnership with active participation in Health and Wellbeing groups where the Framework and action plan was developed and is monitored link. Our Occupational Health Provider is also actively involved with the group.

We have a strong health and safety culture with our performance regularly benchmarked with others through health and safety networks and also within our Local Government Benchmarking Framework family group. Each Service area ensures appropriate training is in place and there is specific training and support offered to managers to ensure the culture is embedded. A Council Annual Report is provided together with individual service area reports with action plans attached which are monitored and reported on regularly. The trade unions are active in the health and safety committees ensuring that employee voice is heard.

As part of our drive towards engagement and communication, the 'extranet' is being developed to ensure all employees can access council and employee information on their own devices or on a device provided within their work base. As part of the Digital Strategy, a network of Digital Champions has been engaged to assist in upskilling the workforce on site or within a more formal setting. With the impending introduction of Microsoft 365 as our digital programme of choice, the role of the Digital Champion will increase with more employees requiring support to utilise the tool effectively which in turn can and will transform how we work as individuals and teams, sharing and communicating information in different ways. This will also impact on how and where we work in future.

What you can expect from our Council:

We will:

- Act with integrity, respect, openness and transparency;
- Value diversity, promoting fairness and equality of opportunity;
- Promote a culture of pride in working for a high performing Council;
- Value your contribution and celebrate your success;
- Engage, involve and support you through change;
- Recognise and reward the work you do;
- Promote your wellbeing within a healthy and safe workplace;
- Consult with our trade unions and professional associations on workforce matters.

Our Managers will lead by example, encouraging and supporting you. You can expect:

- Clarity on your role, responsibilities and standards of performance;
- Regular and constructive feedback on how you, your team and service are doing;
- Participation in Employee Performance and Development Review;

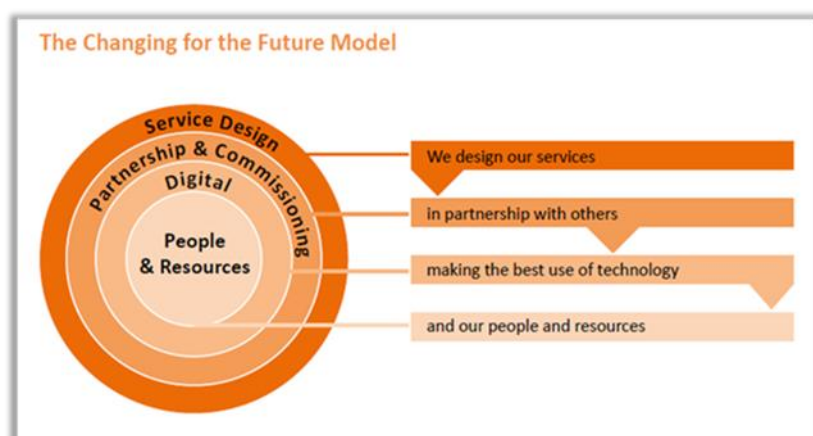
- To be listened to.

What we ask of you

- Be dynamic and responsive to changing customer needs and expectations;
- Value difference and treat people with dignity and respect;
- Apply our core values of fairness and equality, and pride in our city in your everyday work;
- Work flexibly and be open to changing circumstances, Remain aspirational, ambitious and optimistic; offering solutions and ideas;
- Take opportunities to learn and develop yourself to stay motivated, talented, competent and skilled;
- Attend work and adhere to the employee policies and procedures and professional codes of practice;
- Recognise the needs of the whole city and our whole Council through team work and partnership with others.

7. Our Organisational Structure and Workforce Planning

The Council is building strategies to support change and assist services to better plan their workforce needs and develop talent. The organisational structure is likely to continue to flatten and work across sectors, breaking down traditional silos in future. This will help us to be more agile, make quicker decisions to a changing business landscape and legislative change. Our enhanced approach to workforce planning and organisational design with the introduction of an interactive workforce planning tool and workshops, will align our workforce planning with our financial plans in the short, medium and longer term as well as with the change programme and Changing for the Future Model. This approach will also focus on ensuring that our customers and service users are at the heart of what we do.



We know that we have further changes to make to our workforce, our practices and our culture to make the most of opportunities and challenges as we plan for the future. Significantly the medium to long term financial strategies continue to show a reduction in

council funding, therefore we need to plan services and the workforce required differently. A significant reduction in our employee numbers is forecast and the tools now in place will assist services to use the data to help them plan. This allows modelling to be undertaken of the workforce profile linked to the budget projections.

Work has already begun in many of the services in the Council to develop new flexible roles and dynamic workplace approaches using change methodologies, service design and workforce planning tools to improve outcomes for Citizens.

Service Design and Workforce case study 1 - Building Stronger and More Resilient Communities

Dundee City Council's Community Learning & Development (CLD) Service want to offer a service to adults from the most disadvantaged sections of the community to help improve life chances and build stronger, more resilient communities. The Service Manager of CLD is keen to include her team in the redesign of their service to achieve this. The remit of adult learning services has changed in recent times and there is a need to address and establish what their role is as well as find potential solutions which will enable them to engage with and respond to community needs. There is also a need to create ways to help people to understand what adult learning is, in order to support people and encourage those most in need to engage in CLD services, whilst considering learners, workers, partners, reception staff and agencies understanding and requirements.

Using a number of theories, research and service design methodologies with the support from Learning and Organisational Development a range of tools were used to help stimulate and encourage conversations leading to a collaborative redesign. This essential approach to the co-design process resulted in lots of ideas, creativity, communication and a sense of involvement and ownership from CLD employees. The groups were thinking freely and building on each other's ideas and working towards solutions.

A number of actions to redesign the service have resulted. This will support the creation of new approaches to roles and responsibilities and improve communication about their roles in communities and other stakeholders.

Process Improvement

We use service design techniques linked to our Digital Strategy to transform how we perform tasks. A specific example is how we look at processes integrating and automating them with our software packages e.g. using Resourcelink linked to Firmstep as platforms for process improvement, making the administrative processes simpler and quicker for managers and individual employees with less room for error in data input. The 'Leavers Process' is a recent example of how we have improved our compliance and productivity. As headcount reduces, such process improvements will take the place of current manual inputs.

Service Design and Workforce case study 2 - Children and Families Service, Schools, Learning and Care Assistants

A review group was set up to consider the role of Additional Support Needs Assistants in order to respond to the complex needs of some pupils in schools. The group identified the increasing medical and health care needs of children entering into the education system. Some tasks are very intimate and sensitive and required care protocols. Induction and mentoring for employees carrying out these responsibilities, required a senior practitioner post to support and monitor the daily operation of such duties. The Learning and Care Assistant role had a high employee turnover and workforce planning was essential to ensure minimal impact for the children and young people.

An interactive “mapping” system was created to look at improving the allocation and distribution of Learning and Care Assistants. The system allowed employees to be deployed taking into account geographical restrictions, needs of individual schools, learning and development needs of employees and any external funding arrangements. This also resulted in a number of employees undertaking a Professional Development Award (PDA) in Professional Support Assistance, supporting them to remain in their current role and fully support the range of complex learning and health needs of children and young people within Dundee schools.

The Learning & Organisational Development Service worked closely with managers from Children & Families to create, develop and embed the system allowing more efficient workforce planning. The system was a “live” resource and information could be updated often allowing for continuous planning and improvements to take place. The trade unions welcomed the resource and the learning and development programme for the Learning and Care Assistants allowing them to gain information immediately and see how the data contributes to future planning. New roles and career pathways have since developed

In addition to this the system has allowed financial planning, information sharing, smoother staffing changes and more recently the inclusion of other support staff posts creating a clear broad picture of the current landscape within Dundee schools.

We have identified where there are hard to fill posts across service areas. Early Years and Social Care have already been mentioned due to the competing supply and demand.

Other areas where there has been difficulty with recruitment and retention are:

- Head Teachers and STEM teaching posts
- Surveying
- Engineering
- Health and Safety
- Social Work, particularly promoted posts

Strategies being deployed now and for the future to retain and recruit top talent are:-

- focussing on our employee package including equalities compliance and benefits;
- flexible working practices and patterns and family friendly policies to ensure a culture of having a balance between life and work are proving an attraction for our current and future workforce;

An example of this is the feedback from a recent survey of our young workforce in terms of young people's perceptions of working in Local Government and their actual experiences i.e. it is perceived as 'an old person's job and boring' and the reality is that the vast majority have had really positive experiences and describe it as 'great, interesting, busy and varied.' Therefore we need to improve our brand and approach to recruitment and promote careers through digital media and in schools.

- we are a Living Wage Employer and will continue to advocate for other employers in the City to become accredited;
- access to voluntary early retirement and flexible retirement where appropriate to help generate opportunities for succession planning;
- opportunities to obtain degree level qualifications in a number of areas e.g. IT, Business etc.
- guaranteeing interviews for our care experienced young people;
- modern apprenticeships – all MA frameworks have been linked to posts which helps easily identify opportunities;
- skills transfers – we are a Gold Award holder of the armed forces Employer Recognition Award and will offer work experience opportunities for former service people and have a no discrimination policy for the forces and their families;
- seeking to generate opportunities for internal movement within the organisation with a move towards generic or job family job profiles and internal recruitment as the norm in the first instance;
- encouraging secondment opportunities outwith the Council to develop skills and experience
- ensuring that our health, safety and well-being practices meet the needs of our workforce. This includes a refocussing of how we support absence issues in a more preventative way, with access to counselling and physiotherapy as well as occupational health for preventative and absence referrals. The management training in this area has also been redesigned with a focus on 'soft skills' and creating a mentally healthy workplace.

8. Our Future Workforce

There are many features that will feel and be different from our current workforce. Our new People and Workforce Strategy 2019-2022 ensures that we will have a modern and flexible workforce for the future, providing excellent services for the citizens of Dundee.

Our future workforce will:-

- be smaller, responsive to our customers and formed around service delivery and partnership priorities, linked to our longer term financial planning and the strategic themes of our strategy – Equality and Diversity, Enhancing our Leadership, Managing our People and Developing our People;
- have the skills and behaviours required and a mind-set that embraces flexibility, distributed leadership, partnership working, problem solving, creative thinking, being change agents while also having in-built resilience;
- promote and demonstrate positive behaviours and values as outlined in the Council Plan and Our People Charter;
- utilise mobile technology to support flexibility and new ways of working including:-
 - Use of smart phones, teleconferencing and video conferencing,
 - Accessing and sharing office applications, files, emails, the intranet and internet when working from home or remotely,
 - Online meeting facilities and video calls
 - Accessing development activity, employee information etc. from their own device
- remain innovative and creative with a culture of continuous improvement;
- work as empowered employees, involved in decision making and encouraged to take ownership;
- be rewarded fairly with a pay and benefits package that supports Dundee City Council aspirations to be a key employer of choice;
- be advocates for the City Council as an employer of choice.

What does this mean?

Effective workforce planning is key to how we will attract, retain, develop and motivate our employees. Rigorous recruitment practices are in place and will be strengthened to ensure service managers consider each and every vacancy, looking at service need, finance, service redesign and impact of delaying or non-filling posts before submitting for approval. While workforce numbers will reduce, we will utilise our workforce planning tools to target our resources at the Council priorities which will in turn be redesigned to be better, more efficient and in accordance with our Digital Strategy. Full time contracts may reduce with more part time and flexible ways of working adopted to suit differing service needs, property rationalisation strategies and individual choice.

Developing our workforce, seeking to strengthen our redeployment and re-skilling methodologies as part of our overall succession planning strategies will help us ensure our people make the best use of their potential and ambition. Opportunities for stretch projects and increased exposure to more collaborative projects and service areas e.g.

secondments will be more common place, using not only the technical skills of employees but developing new transferrable skill sets which work across traditional service and organisational boundaries. Opportunities to develop our leadership capabilities further is key to this approach. New and emergent leadership qualities will need to be deployed as working in the public sector and across collaborations becomes more multifaceted. Commercial and commissioning skills will be required and the ability to be resilient through change, whilst working in adaptive complex systems will require the commitment of the whole team and the support and direction of inspirational leaders. Building on the current Leadership Development Programmes including the Leading Team Dundee approach is vital to future success.

We will engage in more innovative and regular ways with our workforce, using digital technologies and regular pulse surveys and promoting the use of OneDundee as our main communication tool. Our commitment to collective bargaining and working in partnership with our Trade Unions remains key to how we engage with our workforce through their representatives.

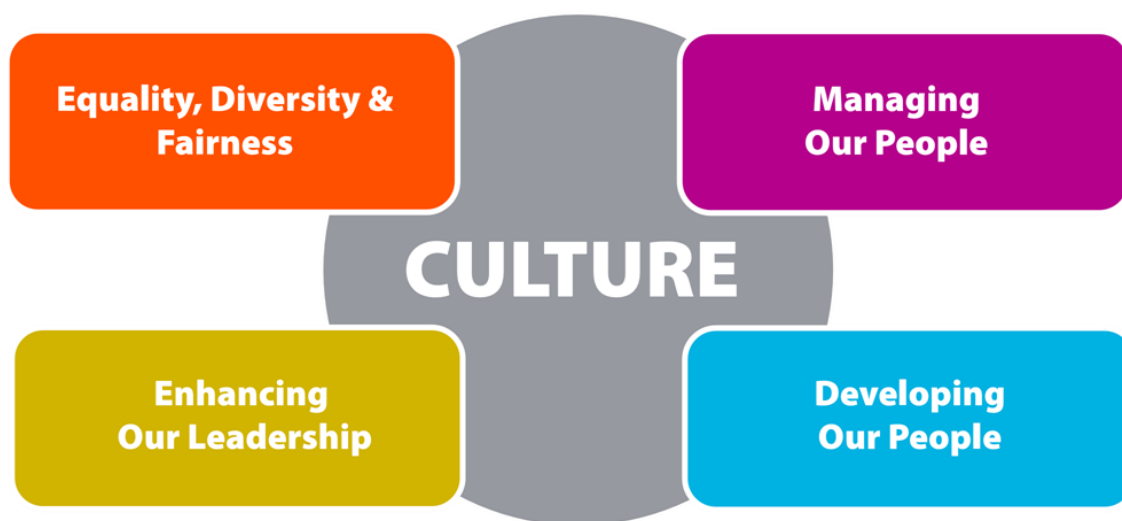
We will continue to look at the diversity of our workforce, adopting targeted approaches where appropriate e.g. to address occupational segregation issues, encouraging applications from younger citizens, BME citizens, seeking to ensure a fair gender balance in management roles, strengthening our approach to our trans/non-binary employees and future workforce to ensure inclusivity. We will also seek to develop ways of supporting an older workforce, as many more employees seek to work longer.

9. Delivering on our People & Workforce Strategy

This is a challenging time and more than ever before, we need to remain ambitious if we are to successfully transform our organisation, our culture and our workforce to deliver the changes we need to make.

- The delivery of the Strategy is supported by the Elected Members in the Council. It is the overall responsibility of the Dundee City Council Management Team to deliver on our strategy which will be led and monitored by the Head of Service - Human Resources and Business Support.
- Our managers also have a responsibility to promote and deliver the priorities outlined in the Strategy, principally ensuring that employees' experience matches the commitments made in the People Charter and our health and wellbeing framework.
- Our employees have a role to play in supporting the delivery of the Strategy and the priorities should be embedded in the way we all work.
- Our trade unions have an important role to play in supporting the Strategy and working with managers and employees to meet the standards required.

Our 4 Key Workforce Strategic Themes to deliver our Strategy are:





We recognise the diversity of our people as one of our key strengths and value the range of knowledge, skills and experience that they bring to our Council's work. Respecting each other and recognising diversity are at the heart of our values.

We believe that an inclusive workplace, where employees, Dundee citizens and our partners are treated with dignity and respect is everyone's responsibility. We survey our employees regularly to help us understand how we are performing in the

engagement, leadership and communication with our employees; and to identify ways in which we could do better. Our recruitment and human resource business processes will support the collation and understanding of equalities information that we gather, alongside ensuring that there is equality of opportunity and access to information relating to employment and the development of our employees.

To ensure Equality, Diversity and Fairness, we will:

- contribute to the bi-annual Equalities Mainstreaming Report;
- continue to review and implement our Council employment framework to meet our duties and obligations under equality legislative requirements; ensuring that they support our people and the organisation;
- monitor, analyse and provide regular reports of our workforce equality monitoring data to help identify any underlying issues and help us to understand our employee needs;
- ensure our employee terms and conditions package meets all fairness and equality challenges and requirements;
- provide access to employee information through the intranet and internet, implement 'Self-Service' and 'My View' to improve access for our employees and improve accuracy and disclosure levels of equality information;
- review our Human Resources Policies and Procedures regularly to ensure consistency and fairness;
- provide accessible and inclusive working environments for all our employees;
- ensure any operational and process changes are implemented fairly;
- ensure flexibility in our working practices which aid the inclusion of those with disabilities or caring responsibilities;
- work with our occupational health provider to support the health and wellbeing of our workforce;
- evaluate the results of the employee, culture and stress surveys and implement plans to improve results;
- review and maintain the integrity of our pay and grading structure and terms and conditions package and meet the commitments made in our equal pay agreement;
- champion and advocate for fair work in Dundee and build on our commitment to adopt and promote the living wage;
- provide equality and diversity training for all employees.



The complexity of the public sector environment that we are working in will require effective leadership at all levels to drive the transformational and organisational change within the council and across our partnerships.

Clarity of direction, supporting and engaging with others whilst positively managing risk through change, will be vital to ensuring a positive working environment for our employees. Our leaders will take responsibility to ensure that our people continue to be customer focussed, motivated, skilled, and confident as our services transform, including taking ownership of their own development.

We have a strong reputation for investing in our leadership programmes in recent years in our Council through graduate, undergraduate and vocational programmes.

Examples of Leadership Programmes/qualifications:

Leadership Programmes 2019	
	Participants
Adaptive Leadership	15
Advanced Leadership	2
Leading Team Dundee	60
ILM 2	13
Corporate Leadership Event	83
BA in Professional Development (year 3)	1
CIH Level 4 (Housing)	2
Housing Studies - PG Certificate	2
MSC Inclusive Education	1
Certificate HE Digital Learning Design	1
BEng (Hons) Building Services Engineering	1
Specialist Paralegal in Licensing Law	1
PG Cert Child Welfare and Protection	5
PG Cert Adult Services Support and Protection	2

Adaptive and more specialist programmes will be built on to ensure professional and generic leadership is enhanced at all levels in our Council to support our existing and new managers to drive performance and support transformational change programmes. We firmly believe in leading as a team in the Council and distributed leadership at all levels. In 2019 we introduced the Leading Team Dundee Programme to connect leadership across the workforce.

To enhance leadership, we will:

- equip our managers with the tools and new models to support change and support our customers and employees through it;

- encourage digital leadership within services;
- ensure that leadership is further distributed throughout the organisation to build capacity and resilience to meet future challenges;
- combine the ethos of locality with commercial astuteness;
- support managers to think and operate strategically alongside operational priorities;
- continue to emphasise the importance of a performance improvement ethos in our managers' everyday activity and with their teams;
- embed workforce and succession planning into every day management activities, clearly linked to performance improvement and to identify workforce gaps and surpluses;
- encourage leadership in customer facing job roles;
- promote citizen and community leadership;
- invest in leadership programmes and qualifications to ensure an enabling and empowered culture;
- have clear leadership career pathways to develop and promote new and emerging managers and leaders.



As a Council we aspire to be an employer of choice. We endeavour to be clear and consistent about how we create positive conditions for new and existing employees.

New job opportunities, robust recruitment, selection and retention approaches, fair and equitable terms and conditions of service, developing our talent, implementation of our family friendly policies and managing underperformance are all essential to a healthy working life. There is a strong performance culture in our Council. This will be enhanced by ensuring that high performance is recognised and valued, particularly where people find new and better ways to improve services and individual outcomes.

Supporting attendance will continue to be a priority for us in order to ensure service delivery levels and minimise the impact of absenteeism on other employees. We will continue to develop robust workable processes that ensure our employees are clear about what is expected of them and how their performance and effectiveness will be measured.

To manage our people effectively, we will:

- implement our People Charter;
- implement our flexible working policies;
- ensure an employee communication plan is in place to support organisational culture our values and any change;
- implement our health and well-being policy to promote enhanced employee benefits and promote our Council as an employer of choice;
- provide regular management information on workforce issues;
- review and report on our Health and Safety Plan;
- promote attendance at work;
- reduce our sickness absence levels;

- continue to reduce our accident at work statistics;
- ensure our work patterns and inclusive policies and practices are well publicised and supported;
- support employees to be resilient and optimistic in times of challenge and change;
- review and where practical streamline job roles, occupations and grades to improve our performance and promote integrated working;
- develop an employee conditions of service pay and grading structure that is realistic, fair and equitable;
- address imbalances within the workforce by reskilling and deploying people to meet changing needs;
- continue to ensure our Learning and Organisational Development systems and processes and apply fairly across services;
- maximise the use of modern and digital technology to support our employees to work more effectively;
- empower individuals and teams to undertake and implement service design principles.



Customer expectations and transformational change in services will require continuous changes in workforce deployment and skills.

The right composition of the workforce is critical as the Council’s extensive change agenda continues to redesign and modernise to meet changing customer expectations and needs, service demands, financial challenges and more integrated ways of working. Investment in the development of our people will be a key priority if we are to deliver personalised outcomes, co-produce with our communities and continue to strive for excellent, modern services.




To develop our people, we will:



- undertake a baseline assessment on current skills and capacity and match with the strategic objectives of the Council and our wider partnerships;
- have a dynamic learning and development approach to support organisational change and employee development;
- develop our people effectively by offering personal and career development opportunities so that they meet their full potential and aspirations;
- ensure effective succession planning processes are in place for all employees;
- continue with our ‘Reward and Recognition’ approach for individuals and teams;
- increase workforce skills and knowledge in areas of customer service, co-production, and personalised approaches;
- have effective Employee Performance & Development Reviews and support meetings in place;
- develop career routes and pathways to support all our employees to make full use of their potential and talents;
- be efficient in the use of all resources;
- deliver development programmes which will support our employees through change, e.g. Digital learning, commercial and commissioning skills and coaching and mentoring.

10. Measuring our Progress




We have identified a number of things we must do over 2019 - 2022 to deliver on our strategic themes and outcomes. We won't do these activities in isolation, linking with our financial and digital strategies to ensure we have a 'One Council' approach to achieving outcomes. Each year, we will create an Action Plan that clearly sets out what we will do in that year. Targets will be agreed and monitored on our performance system, Pentana. This keeps the Workforce Strategy 'alive' and lets us shape specific actions, developing or revisiting aspects as things emerge over this challenging period. Some of the things we will do will build and enhance what we are already doing, and some are new. However, the changes that we must make and the reasons for these will not be unexpected. The Human Resources and Business Support Division of Corporate Services (HR&BS) has a key role in enabling delivery of the Our People and Workforce Strategy. HR&BS has a strategic function and will act as 'change agent', as well as providing a professional operational support to Executive Directors, Heads of Service and managers across the Council. The delivery of the Strategy is a shared responsibility, reflecting our culture of collaboration, local-level ownership and responsiveness. We will work with our Trades Unions, engage with our workforce, and involve others as appropriate to make this happen.

1. Equality Diversity and Fairness

What we will Deliver		How we will deliver	Our time frame for delivery			Responsible officer	When Change will be evident
			2019/20	2020/21	2021/22		
1.1	A planned and fair approach to workforce change	<p>Working in partnership with the Trade Unions agree and implement a Managing Workforce change policy</p> <p>Monitor the effects of the Managing Workforce change policy and review approaches as required.</p>					<p>Consultation and negotiation with the trade unions on the new policy 2019/20</p> <p>Monitor the implementation and changes 2020 and beyond i.e. increasing the flexibility of the workforce; increasing the digital skills of our workforce; reviewing our recruitment policy; improving our redeployment practices;</p>
1.2	Review our employment process and employee benefits including equality and fairness measures	<p>Ensure our employee terms and conditions package meets all fairness and equality challenges and requirements</p> <p>Review of policy and practice including a focus on our 'brand' as a key employer of choice</p>					<p>Ongoing consultation and development of workforce change and implementation plan over the 2019/2022 with the impact evident in subsequent years; Impact evident through equal pay audits and the Council Mainstreaming report;</p>
1.3	Improve accessibility to our self-service systems, including intranet, internet, MyView and	<p>Ensure that all employees can access our self-service systems.</p> <p>Communicate what resources or venues to access systems are available and where.</p>					<p>Key changes implemented over 2019/2020 resulting in more employees having access and increased use of the intranet/extranet.</p>



	MyLearning Hub for all employees						More use of social media will be evident.
1.4	Carry out our employee survey adopting varied methodologies to encourage response	<p>Issue themed surveys on quarterly basis.</p> <p>Issue the results to all employees.</p> <p>Receive updates from managers on actions taken.</p> <p>Continue with themed surveys.</p> <p>Issue pulse surveys to check mood on specific issues.</p>					Results actioned in 2019/2020; Impact/improvement evident in subsequent years; Pulse surveys become a regular tool to assess the mood of the workforce on particular issues.
1.5	Review our Health and Well-being framework	<p>Use results from themed employees survey to review the framework</p> <p>Act upon the results</p>					Review 2020/2021 Improvements monitored and impact in 2021/22; Improved health and well-being results from surveys and a focus on improved attendance and reduction in mental health absence.

2. Enhancing our Leadership

What we will deliver		How we will deliver	Our time-frame for delivery			Responsible Officer	When change will be evident
			2019/20	2020/21	2021/22		
2.1	Develop the Leading Team Dundee brand encouraging uptake of the opportunities	<p>Promote LTD through Yammer and other media.</p> <p>Ensure that themes support council goals, e.g. cross service working.</p>					Greater uptake from employees across Services evident; greater cross service and partnership working within the City evident. Impact 2020/22.
2.2	Senior Leadership Programme developed to focus on key challenges e.g. resilience, leading change, Child and Adult Protection and the wider City and regional improvement opportunities	<p>Deliver Leadership events on agreed themes.</p> <p>Review impact through employee survey/pulse surveys.</p>					Attendance at events and ongoing engagement in key actions agreed from each event. Feedback from employees on staff surveys and pulse surveys. Impact following the results 2019/20.
2.3	Greater opportunities to work across service boundaries by creating more generic role profiles	<p>Create and agree generic role profiles through consultation with services and unions</p> <p>Review skills and capacity levels in services</p> <p>Set up a working group to maintain the themed set of generic role profiles</p>					Begin work 2019. Impact 2020/22.


3. Managing Our People

What we will deliver		How we will deliver	Our time-frame for delivery			Responsible Officer	When change will be evident
			2019/20	2020/21	2021/22		
3.1	Consistent and fair implementation of our workforce policies	<p>Monitor HR data, e.g. number of grievances, number of tribunals that were in our favour.</p> <p>Continue to engage and consult our trades unions on policies.</p>					<p>Constant review and impact throughout the work of this strategy to 2022.</p> <p>Database of policies with review timetable held on our electronic data management system.</p>
3.2	Succession planning exercises linked to corporate and service objectives	Develop an internal job market					<p>Key changes will be implemented 2019/20 and impact 2021/22;</p> <p>Change and/or reduction in recruitment requests being made</p>
3.3	Regular support and supervision practices	<p>Get agreement that support and supervision will be a council practice.</p> <p>Monitor that support and supervision is being carried out</p>					<p>Key changes implemented early 2020 and full impact 2021/22;</p> <p>Improvement in feedback via surveys on management communication with individuals and teams.</p>
3.4	Flexible and agile approach to work and working practices	Review current status of flexible agile approaches being used, e.g. home working, 7:10 desk ratios in place, agile working supported by digital equipment.					<p>Work has begun on this.</p> <p>Impact 2020 then full impact 2022;</p> <p>Links to the Digital and Property strategies will be evident.</p>

		Act upon the results of the review to support agile and flexible working					
3.5	Strengthen 2-way communication within and across service areas	Roll out the extranet					Communication strategy is in place. Improved engagement with our workforce 2020/2021
3.6	Mechanisms for celebrating success	Review ways to increase awareness of service success in the Council.					Full impact of strategy 2022; Communication process and practice changed and improved using a variety of mediums

4. Developing our People

What we will deliver		How we will deliver	Our time-frame for delivery			Responsible Officer	When change will be evident
			2019/20	2020/21	2021/22		
4.1	Learning and Development opportunities linked to our future workforce aspirations	Work with services to plan their workforce development requirements through EPDR processes and meeting regarding service priorities.					Plan in place by 2020 and implemented 2020/22; Improved feedback from services and individuals from supervision and EPDR processes.
4.2	Enhance and increase the digital skills of the workforce	Based on the identified skills gaps, work with the digital champions to skill people up. Consider the potential of Office 365 to change working practices and create a plan for implementation.					Ongoing throughout the implementation of the Digital and People and Workforce Strategy; Increased engagement with Digital Champions; Introduction of Office 365 and change to working practices emerging.
4.3	Consistent implementation of Employee Performance and Development Review Framework; including the identification of skills gaps and learning and development needs	Promote simplified EPDR forms and process which include learning and development needs to identify skills gaps etc. Develop a skills register to enable team discussions on skills gaps.					Work has commenced. Impact in 2021. Skills identified
4.4	Development of a coaching and mentoring culture	Promote our coaching and mentoring opportunities in a variety of ways, including the benefits to the individual and team's succession planning.					Throughout the life of the strategy. Impact 2020/ 2021;

							Coaching and Mentoring will become embedded in culture	
4.5	Improved induction at all stages of employment to and within the Council	<p>Implement 'onboarding' module</p> <p>Support service specific induction</p> <p>Implement 'managers' induction</p> <p>Get feedback from inductees on the quality of the induction and its outcome for them.</p>						<p>Impact 2019/2022. Work is being done in services currently;</p> <p>Introduction of Onboarding Module to enhance the induction experience for new employees.</p>

