

**REPORT TO:** POLICY AND RESOURCES COMMITTEE – NOVEMBER 2017

**REPORT ON:** OUR PEOPLE STRATEGY ANNUAL REPORT: STRATEGY IN ACTION, 2016

**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES

**REPORT NO:** 386-2017

**1 PURPOSE OF REPORT**

The purpose of this report is to provide elected members with the Our People Strategy Annual report 'Strategy in Action' 2016 on the progress of the City Council's *Our People Strategy*. [Annual Report](#)

**2 RECOMMENDATIONS**

2.1 It is recommended that the Committee:

Note the progress of *Our People Strategy* outlined in our Annual Report, Strategy in Action, 2016.

**3 FINANCIAL IMPLICATIONS**

Financial costs associated with *Our People Strategy* are met within existing resources.

**4 MAIN TEXT**

4.1 To realise our ambitions for the City of Dundee to continue to be an employer of choice, the City Council introduced *Our People Strategy*. This recognised that our employees are our most valued and valuable asset (Article IV of meeting of this Committee of 7<sup>th</sup> December, 2015, Report no 446 -2015, refers). The Council remains committed to excellent public services by investing in and supporting employees through change with an integrated range of activities which consult, engage, inform and develop individuals and teams. This will ensure that benefits are realised and our workforce is flexible and sustainable for the future.

4.2 The Annual Report is framed around the 4 key themes of *Our People Strategy* and details activities related to them which are aligned with our Council and Partnership priorities. These themes are:-

- Equalities;
- Enhancing Leadership;
- Managing our People;
- Developing our People.

4.3 Activities and achievements are detailed throughout the Annual Report. These include information on:-

- our efforts to improve the demographic profile of our workforce, in particular the young workforce;
- how we are demonstrating and communicating our ambitions and intentions by engaging with the views of our customer and employees;
- the support, training, qualifications and development for our employees to deliver quality services as they transform, including commendations on their achievements and awards;
- how our leaders are developing to lead, motivate and encourage innovation.
- healthy safe and well-being activities in the workplace, including the communication and consistent implementation of a new Health and Wellbeing Promoting Attendance Policy, new overarching Framework and Action Plan developed in partnership with our

occupational health provider and the trade unions. Our aim is to maintain our focus on the health, well-being and attendance of our employees.

#### 4.4 ANNUAL REPORT KEY HIGHLIGHTS

##### 4.4.1 Our Workforce

Our workforce is ageing with 41% of our employees over 50 years of age and just under 5% under 25. There has been considerable efforts to improve and rebalance the demographic profile of our workforce. Developing the Young Workforce is the national Youth Employment Strategy and set an ambitious target in 2014 to reduce youth unemployment in Scotland by 40 per cent by 2021. To support this ambitious target, a number of approaches, both in the Council and with our Partners, have been established in consultation with young people and employers. Throughout 2016 we offered a various work placement opportunities with 71 apprenticeships undertaken. Examples of these are the traditional craft apprenticeships in Neighbourhood Services such as electricians, joiners and gardeners etc. to wide ranging opportunities e.g. administration roles, engineering, finance, customer services and I.T. We have also worked extensively through community benefits programmes and with local businesses to support young people into employment. An update on our progress on 'Developing the Young Workforce' and the wider Employability Programmes will be forthcoming to the Committee in December 2017.

##### 4.4.2 Awards

In 2016 The Council was successful in achieving a number of accreditations. We achieved the higher level of the Living Wage Accreditation. This has enhanced our position as an employer of choice in the City and strengthened our ability to encourage other employers and our partners in Dundee to achieve accreditation also. We also were awarded the Carer's Positive Award first stage and received the 'Gold' Employer Recognition Award from the Ministry of Defence in recognition of our excellent partnership working with the armed forces locally. 50% of services have completed at least the Bronze Healthy Working Lives Award.

##### 4.4.3 Employee Engagement

The Employee Survey was carried out in 2016. It is particularly positive to note that employees stated that they are proud to work for the Council, understand the priorities and what we are trying to achieve as a City. We are listened to our employees to identify areas for improvement. These were, improved communication, identifying opportunities for development and greater involvement. We are working with the trade unions to build on our strengths, share good practice and work together to make future improvements within services and teams, including the development of a Council and individual Service action plans with targets identifies which will be monitored.

##### 4.4.4 Customer Focus

Across the Council and through our Partnerships there is clear evidence that our employees are providing excellent services, working with citizens at the centre. Examples of these are: COSLA bronze award for the Dundee Alcohol and Drugs Partnership - Community Hub@boots in the category of 'Tackling Inequality & Improving Health' and ASPIRE Dundee achieved a bronze award in the category of 'Achieving Better Outcomes'. The Welfare Rights and Equally Well teams won a National Public Service Award for Poverty Sensitive Practice and Training. The Council's annual OSCA's in 2016 also recognised the professionalism, dedication and hard work of employees with a record number of nominations - 60 in total. Winners included, the Braeview Academy Partnership, the Waste Strategy team, the Housing Investment Unit, the Trading Standards team, the Online School Payments project team, the Wellgate Day Support team, the Community Allotment Initiative team and the Dundee in Bloom Partnership Team. Our schools and residential continued with positive reports from inspecting bodies e.g. the Scottish Social Services Council and Education Scotland.

##### 4.4.5 Equality and Diversity

Equality and Diversity underpins *Our People Strategy* and is also a one of our key themes. *Our People Charter* was distributed across the Council to all employees which aligns to the City Council's values and vision. This will be built on in the coming year to embed it in our culture and into our policy and procedures and in how we carry out our roles. Some examples that were implemented in 2016 to improve opportunities and access are:-

- the introduction of 2 locality Employability projects;
- Successfully adopting the Manual Handling Passport with our partners;
- Reviewing and modernising our Human Resources policies and procedures;
- Training 430 employees specifically in equality issues;
- Introducing our Digital Strategy;
- Improving and developing digital access to a number of employee processes such as self-service and our intranet site;
- Introducing physiotherapy and counselling through our Occupational Health Provider contract;
- Enhanced our Employee Benefits scheme.

#### 4.4.6 Developing Our People

The Council continues to be committed to developing and training our employees as the Council modernises. We provide a substantial amount of statutory and essential training and qualifications to ensure public safety and a health and safe working environment for our employees. We also make significant efforts to ensure that our employees are offered opportunities to develop themselves and others to continuously improve the customer experience and to be confident and competent in their job or progress into other roles. As we move forward we will make concerted efforts to develop new ways of learning and working as services integrate and change. This includes succession planning, developing individual and team talent and developing digital approaches.

In 2016:-

- 910 training and learning events were delivered.
- 890 employees completed Protecting People related courses
- 70 employees participated in multi-agency Protecting People awareness sessions
- 3403 employees completed e-learning modules.
- We introduced a professional and personal development process to support career progression and enhance our workforce planning approaches.

#### 4.4.7 Developing Our Leadership

Investing in Leadership development is crucial as we move on with an ambitious programme for Dundee City and the wider Tay Cities Region. We have worked collaboratively with our partners in neighbouring councils, NHS Tayside and the private and voluntary sectors to develop and deliver a number of leadership programmes and events. These will be built on and enhanced as we move forward. A variety of Leadership and Management programmes have been undertaken for leaders and prospective leaders at all levels in the Council and across our partnerships.

- 15 different leadership courses and qualifications were delivered.
- 151 employees studies leadership accredited and academic qualifications.
- 394 employees completed 38 Leadership e-learning modules
- 300 employees completed 17 e-learning personal development modules.

There are many more examples where teams and individuals are taking responsibility for their own learning relating to their professional roles. The introduction of our new corporate learning and development training data base will support us to report broad ranging activity in future annual updates to Committee.

### 4.5 **IMPLEMENTATION PLAN**

Our People Strategy implementation plan will be monitored throughout the year ahead and remain dynamic as the internal and external context impacts on our workforce when things

change. This will be recorded on in the Council's covalent performance system with assigned targets and responsibilities to assist us to make the right choices and plan and prioritise the right actions over the long, medium and short term. As a priority, we will develop and implement a Strategic Workforce Plan to ensure that we have the right people, in the right place and at the right time with the right skills as we plan for the future workforce.

#### **5.0 POLICY IMPLICATIONS**

This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

#### **6.0 CONSULTATIONS**

The Council Management Team and Trade Unions have been consulted on the content of this report.

#### **7.0 BACKGROUND PAPERS**

NONE

**GREGORY COLGAN**  
**EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

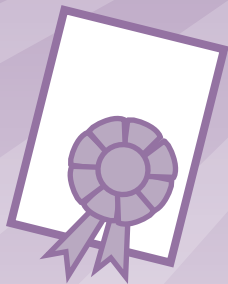
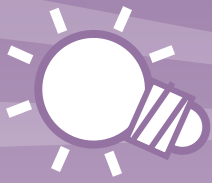
**DATE: 2 November 2017**

# Our People

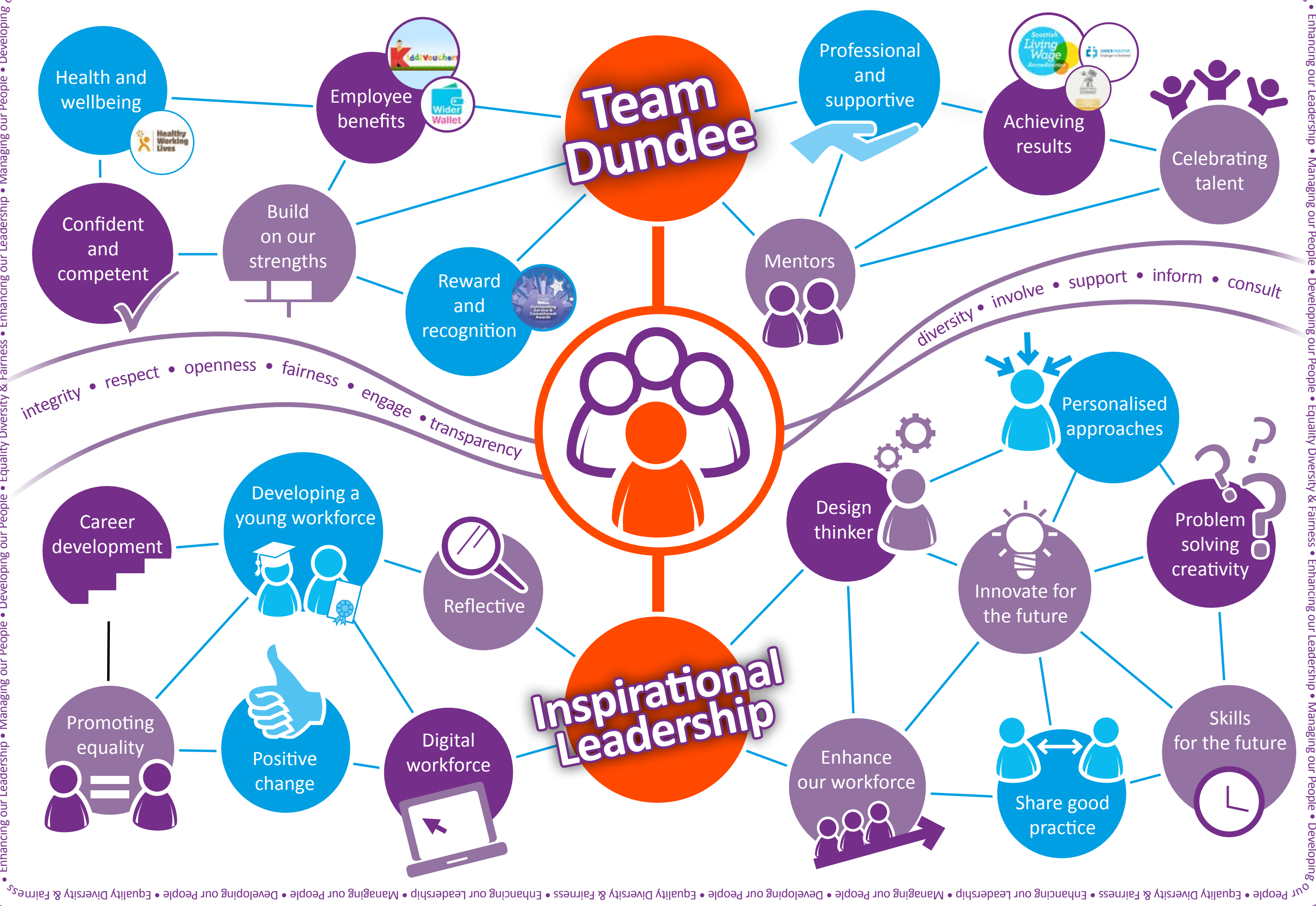
Strategy in Action

Annual Report 2016

integrity • respect • openness • fairness • engage • transparency



diversity • involve • support • inform • consult



# Contents

---

<b>1. Introduction</b>	<b>6</b>
<b>2. Our Workforce</b>	<b>7</b>
<b>3. Equality Diversity and Fairness</b>	<b>14</b>
<b>4. Enhancing Our Leadership</b>	<b>16</b>
<b>5. Managing Our People</b>	<b>20</b>
<b>6. Developing Our People</b>	<b>21</b>
<b>7. Our Statistics</b>	<b>23</b>

# Foreword

---



It is my great pleasure to present the first annual report detailing our progress in implementing our first Our People Strategy and Charter. We wanted to make this an informative and interesting document which provides information but also gives a real flavour of the challenges and opportunities that lie ahead.

We could not have achieved all that we have without the hard work and commitment from all of our employees. It is therefore vital that we continue to invest in you and support you as you deliver the services for the citizens of Dundee often in new, creative ways.

We have developed an Our People Strategy Action Plan to measure our progress and to ensure our continuous improvement. Many of the actions directly link back to the employee survey results and action plans. Your engagement with this process was welcomed.

Feedback is welcome and encouraged particularly your ideas of how we can make a difference in your area. You can do this by email to [janet.robertson@dundeecity.gov.uk](mailto:janet.robertson@dundeecity.gov.uk)

We are all part of Team Dundee and should be proud of what we do.

Thank you.

**Janet Robertson**  
Head of Human Resources and Business Support  
Corporate Services  
Dundee City Council



Dundee City Council recognises that in order to deliver positive outcomes for people in Dundee, to prepare for future changes and to shape our services; a valued, engaged, developed and innovative workforce, which is led by inspiring leaders and managers is crucial.

**Our People Strategy** was launched at the end of March 2016. It set out our ambitions and the strategic direction for transforming our workforce by aligning the Strategy with our Council priorities. We also published [Our People Charter](#). This Charter supports us all to work together in a positive environment where we do our jobs well to make a difference and ensure that the Council is an employer of choice.

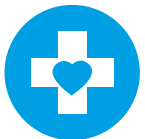
Our People Strategy is built around 4 key themes: **Equality, Diversity and Fairness, Enhancing Leadership, Managing Our People** and **Developing Our People** and are framed to meet our Council and partnership priorities:



Children & Families



Work & Enterprise



Health, Care & Wellbeing



Community Safety & Justice



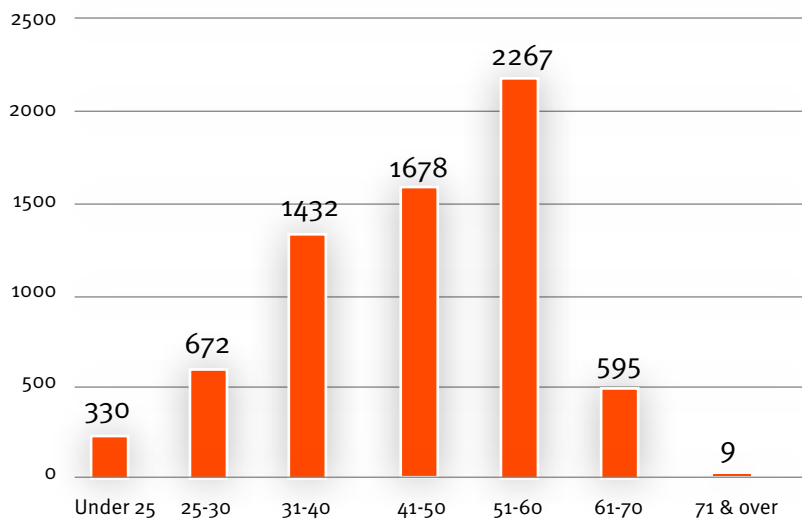
Building Stronger Communities

This Annual Report puts Our People Strategy into action by highlighting the developments and achievements over the last 12 months and future actions that are planned for in the year ahead (appendix). The key messages from our 2016 Employee Survey have also informed our annual report.



Our Council employs around 7,000 employees. The demographic profile of the workforce indicates that we have an aging population with 41% of employees who are over 50 years of age, 4.73% who are under 25 years of age and 54.16% are aged between 31 and 50.

**Fig 1 - Our Council Workforce**



You can find out more information about our workforce profile [here](#).

## Developing the Young Workforce

Workplace initiatives to recruit and develop opportunities for young people have begun to assist us in rebalancing our employee profile and planning our future workforce, alongside creating opportunities for our wider workforce. In 2016 we offered a wide range of work placements and apprenticeship programmes in different services and occupations to enhance our overall workforce. We currently have 71 young people undertaking an apprenticeship programme in the Council.



# 71

apprenticeships in 2016

Photos by erikascamera.co.uk

# 50

new work experience opportunities in 2017

In late 2016, two one day events brought together people involved in the delivery and use of employment services for young people to discover how employment services are currently experienced by the under 25's in the city and also explore how services can develop in the future. A number of themes, issues and solutions emerged from the two day events, including developing a new and distinct service for developing the young workforce. In spring 2017 the Council committed to an additional £250,000 to provide an additional 50 work experience opportunities for young people in Dundee.

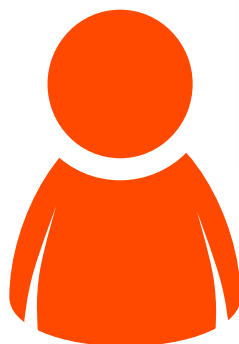
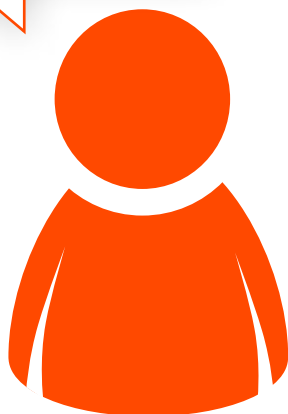
We will work with our partners to deliver a series of new and exciting work experience, apprenticeship and graduate programmes in 2017/18. Below are some comments from some of our young workforce about their experience working and learning in Dundee City Council.

We need to continue to improve opportunities for young people from diverse backgrounds and for those who are most distant from the workplace. On the next page is a case study of a successful project run in 2016 in partnership with our construction partners which has been nationally recognised as good practice. We will build on this model and develop new models with more partners in the coming year.

It was better for me to learn in a workplace setting where I got hands on experience as well as the theory.

Wherever I end up in my career, I'll owe a lot of it to the apprenticeship that started it all.

It's a great benefit to your future career, great experience and you get paid and your qualification. It couldn't be better!



## Case Study:

A partnership between Dundee City Council, Advance Construction, Kilmac Construction and Robertson's Construction.

This programme was aimed at supporting young people who have been through the Youth Justice System or from disadvantaged backgrounds. They were supported by employees and supervisors from the construction companies and Dundee City Council employees to participate. There were 6 young people involved in this programme and with the right support and intensive training they are all now in permanent employment, working in construction and earning salaries above the living wage. One of the most exciting elements of this programme is that it has become a preferred recruitment model for both Kilmac and Advance Construction. Both Kilmac and Advance have enough confidence in the programme that they approached Dundee City Council to run another programme for 6 young people.



## Career Development

The responses in the Employee Survey also indicate that there is a view amongst our employees that they are keen for more career development or 'stretch projects' to support their current roles or to progress their career. Talent and Succession Planning Guidance has been developed in the last year. This will assist us to manage our talent and enhance our current workforce with the right skills and knowledge to innovate for the future of Council services and other services that we deliver with our partners.

integrity • respect • openness • fairness • engage • transparency

## Listening to Our People

Engaged employees are critical to our success as a Council. We use the Employee Survey as one of the ways to understand our employees' engagement and value their insight and feedback to measure our progress. In the September 2016 survey, 36% of employees completed the survey which compares very favourably with those of other public sector organisations. Taking account of all responses to all questions, the overall percentage of positive responses in the survey was 62%. It is particularly positive to note that employees stated that they are proud to work for the Council, understand the priorities and what we are trying to achieve for the City and are positively working towards achieving these. We are working with the Trade Unions and employees to ensure that we continue to have a highly skilled, professional and engaged workforce. The results of the employee survey will continue to inform Our People Strategy action plan.

In the year ahead, we will build on our strengths, share good practice and work together to make any future improvements within services and teams.

### Contact details of the Trade Unions:

**Unite the Union** 110 Blackness Road, Dundee, DD1 5PG  
01382 227369

**GMB** 38 Whitehall Street, Dundee, DD1 4AF  
01382 228291

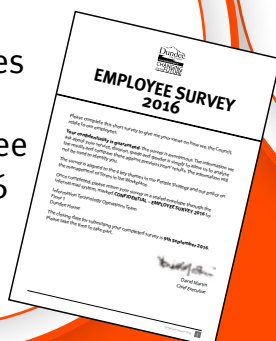
**Unison** 2, 11 Castle Street, Dundee, DD1 3AA  
01382 224948

**EIS** 310 Broughty Ferry Road, Dundee, DD4 7NJ  
01382 458270

**SSTA** 14 W End Place, Edinburgh, EH11 2ED  
0131 3137300

**36%**

of employees completed the Employee Survey 2016



**62%**

of the Employee Survey 2016 responses were positive

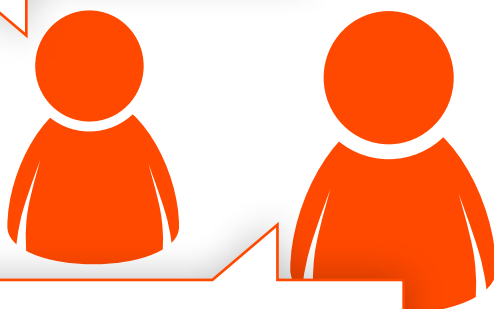


## Listening to Our Customers

When listening to our customers and service users, it is clear that the professional and supportive way that our people carry out their jobs every day is particularly valued by them. Across the Council and through our partnerships there are many excellent examples where employees deliver exceptional services, working with citizens at the centre. Inspection reports, focus groups, customer comments and in local and national submissions and winners of national awards; personalised approaches by employees and teams is very evident. Below are a few examples but not all of the many commendations about our employees.

### Lochee Community Hub

Access to services which I couldn't do before the Hub opened. Staff very helpful, easy atmosphere to make you feel at ease.



They (staff) just understood. They got it, I can pick up the phone and they just get it.

### Kinship Carers

### Housing Support Service

The staff are exceptional, they take me places, help me with my mail and phone calls. This service has assisted me to turn my life around.



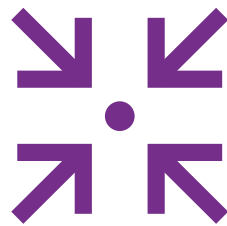
Coming to the Corner is the best thing I can do...I don't know what I would do without them. Cheers for what you have done for me and how you keep going on to help others.

### Corner's Support U Project

- We held three large scale stakeholder events with up to **120** participants at each event, representing our local authority, health, third sector, community planning and independent partners across the city
- We undertook specific consultation around the development of the vision and priorities contained within the Strategic and Commissioning Plan for Health and Social Care Integration. In particular, we took our consultation out into our local communities, through our network of community centres and libraries, to create opportunities for the voices of local people to be heard. We spoke to in excess of **50** people

- We held focus groups with employees and other stakeholders, listening to their views and contributions and used this information to develop the content of the Health and Social Care Integration Plan. We had **14** focus groups with over **65** people in total (including employees) choosing to attend one of the meetings
- We supported ongoing engagement activity led by our Care Group Strategic Planning Groups. These groups are represented by around **200** people

diversity • involve • support • inform • consult



**14** Health & Social Care Partnership focus groups



**65** people attended the Health & Social Care Partnership focus groups



## Outstanding Service and Commitment Awards (OSCA's)

We receive many local and national awards in recognition of the services we provide as a result of our teams demonstrating their exceptional customer focus, innovation and ambitions for the City. In 2016 teams continued to excel, winning a national Public Service award for innovation in delivering the Poverty Sensitive training. The Equally Well & Welfare Rights Teams developed a new interactive and thought-provoking 'poverty sensitive' practice training session to support frontline staff to offer positive, non-judgemental, holistic services for people who live in poverty.



The annual OSCAs recognise the professionalism, dedication and hard work of employees involved in projects across the city. 2016 saw a record high in the number of nominations – 60 in total. The 3 finalists from each category were invited to an awards ceremony at the Invercarse Hotel where the winning teams were presented with their OSCAs. 2017 nominations have again surpassed the numbers in previous years.

### 2016 OSCAs Winners



Housing Investment Unit – External Wall Insulation STEP Review Team



Trading Standards – Trusted Trader Scheme Team



Online School Payments Project Team



Braeview Academy & Partners



Waste Strategy Team



Community Allotment Initiative Team



Dundee in Bloom Partnership Team



Wellgate Day Support Team

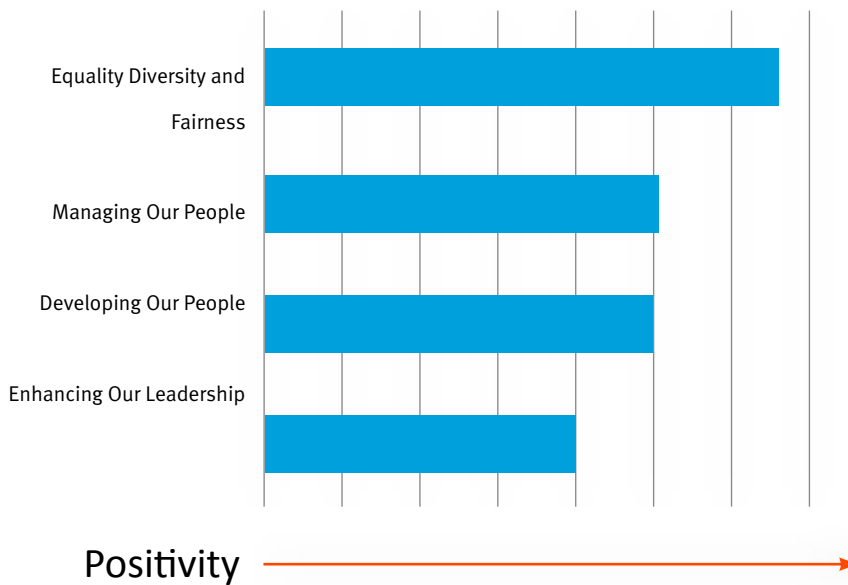




Equality, Diversity and Fairness underpins everything we do. The diversity of our people is one of our many strengths and the Council values the range of knowledge, skills and experience that they bring to our work.

Respecting each other and recognising diversity are at the heart of our values. We promote equal opportunities to make sure that our people achieve their aspirations and full potential. We have ensured that all our policies and procedures reflect this and are implemented fairly and consistently. In our 2016 Employee survey, the responses to the **Equality, Diversity and Fairness** questions were ranked most positive.

**Fig 2 - Our People Strategy Theme Ranking**



There have been a significant amount of actions and achievements over the last 12 months relating to this theme.

**Specifically in 2016 we have achieved:**



Accreditation as a Living Wage Employer



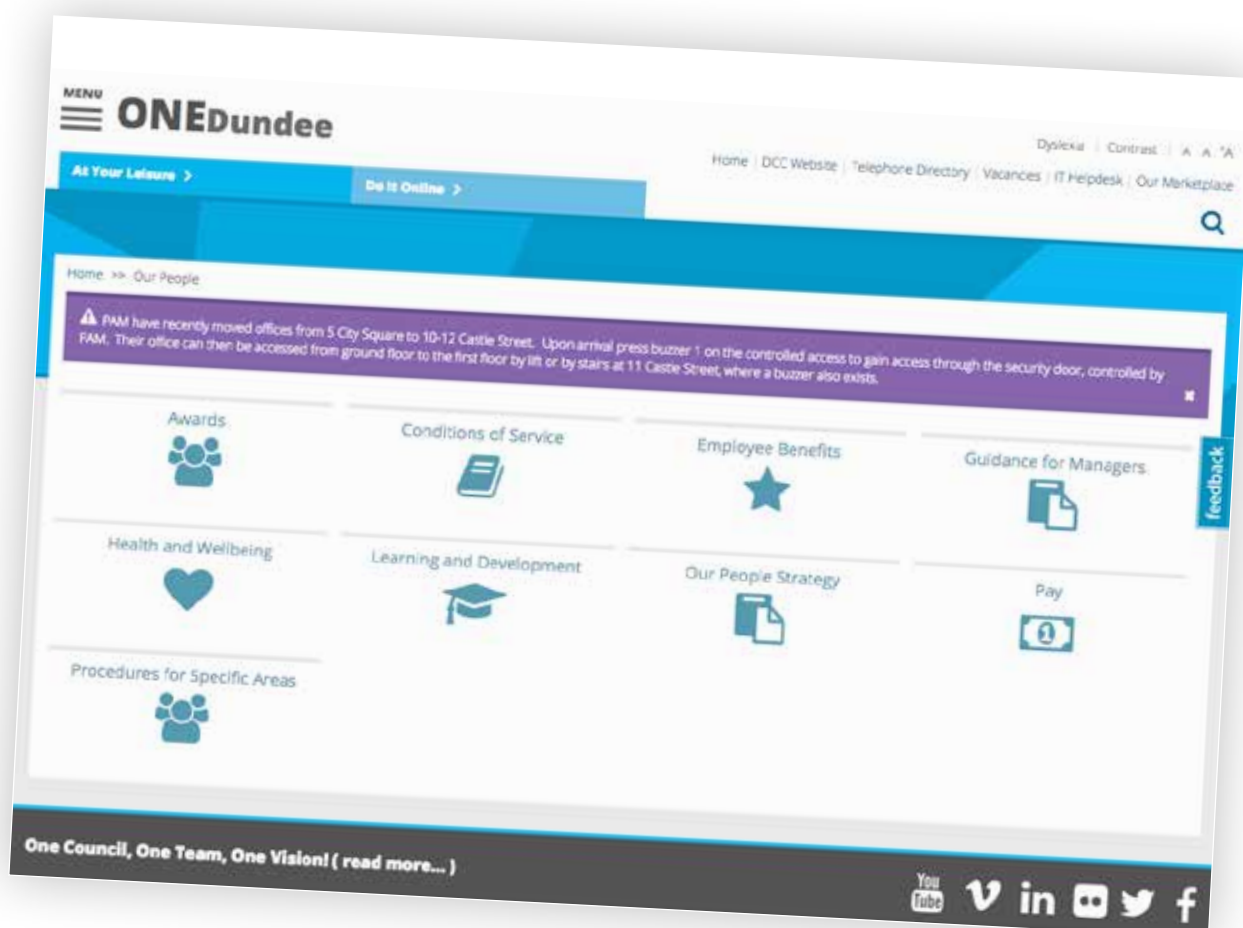
The Carer's Positive Award - first stage



Employer's Recognition Award at gold level from the armed forces

**We have also:**

- ✓ met with Trade Unions, employees and Management Teams to build action plans on the Employee Survey results
- ✓ Introduced and supported the development of 2 Employability Locality pilots following the Review of Employability
- ✓ Begun the work to have a dedicated service to support employment for young people
- ✓ Successfully adopted and Implemented the Manual Handling Passport across the Council and with our partners
- ✓ Reviewing and modernising our Human Resources policies and procedures by committing a dedicated resource to complete these
- ✓ In the first 4 months of this year, 135 frontline staff attended Health Inequalities and Prevention Toolkit training over 13 sessions
- ✓ Introduced our Digital Strategy to improve further inclusion for all our employees
- ✓ Trained 430 employees specifically in equalities issues
- ✓ Recruited new Harassment Support Officers
- ✓ Held a Health and Safety week back care initiative- 'Stretch Yourself'
- ✓ Begun to develop Our People page on the Council's intranet site on ONEDundee



Innovative and adaptive leadership and management is essential to motivate and develop our talented employees. The Senior Leaders and Management Teams of the Council are committed to ensuring that Our People Strategy continues to be central to our ambitions for the city. The 2016 Employee Survey results showed that our employees were clear about their role and were supported by their line managers and strongly agreed that their managers consistently applied policies and procedures to help them do their job (81%).

The restructuring of Council Services was completed throughout 2016 and has brought key leadership teams and services together to deliver better focus on outcomes for the people and communities in Dundee. This was a large scale change providing clearer lines of accountability for everyone which was implemented successfully to deliver well as a Council and with our partners.

New and emergent Leadership qualities will need to be deployed as working in the Public Sector and across partnerships becomes more complex. In 2017, new leadership career routes are being developed as well as some extra tools and methods to support our existing leaders and managers to drive forward performance and to support transformational change in the Council. This will also ensure that we have new and exciting career and leadership succession opportunities for our employees, building on what we have done so far.



In 2016 a variety of Leadership & Management programmes and academic qualifications for supervisory staff and future leaders have been delivered at all levels in the Council.

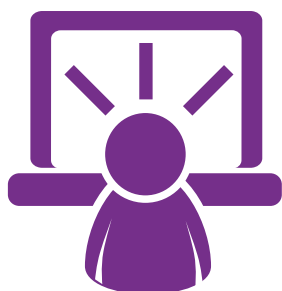


15

different Leadership Courses and Qualifications delivered at all levels.

151

employees undertook Leadership accredited courses



394

employees completed 38 e-learning Leadership modules

300

employees completed 17 e-learning Personal Development modules

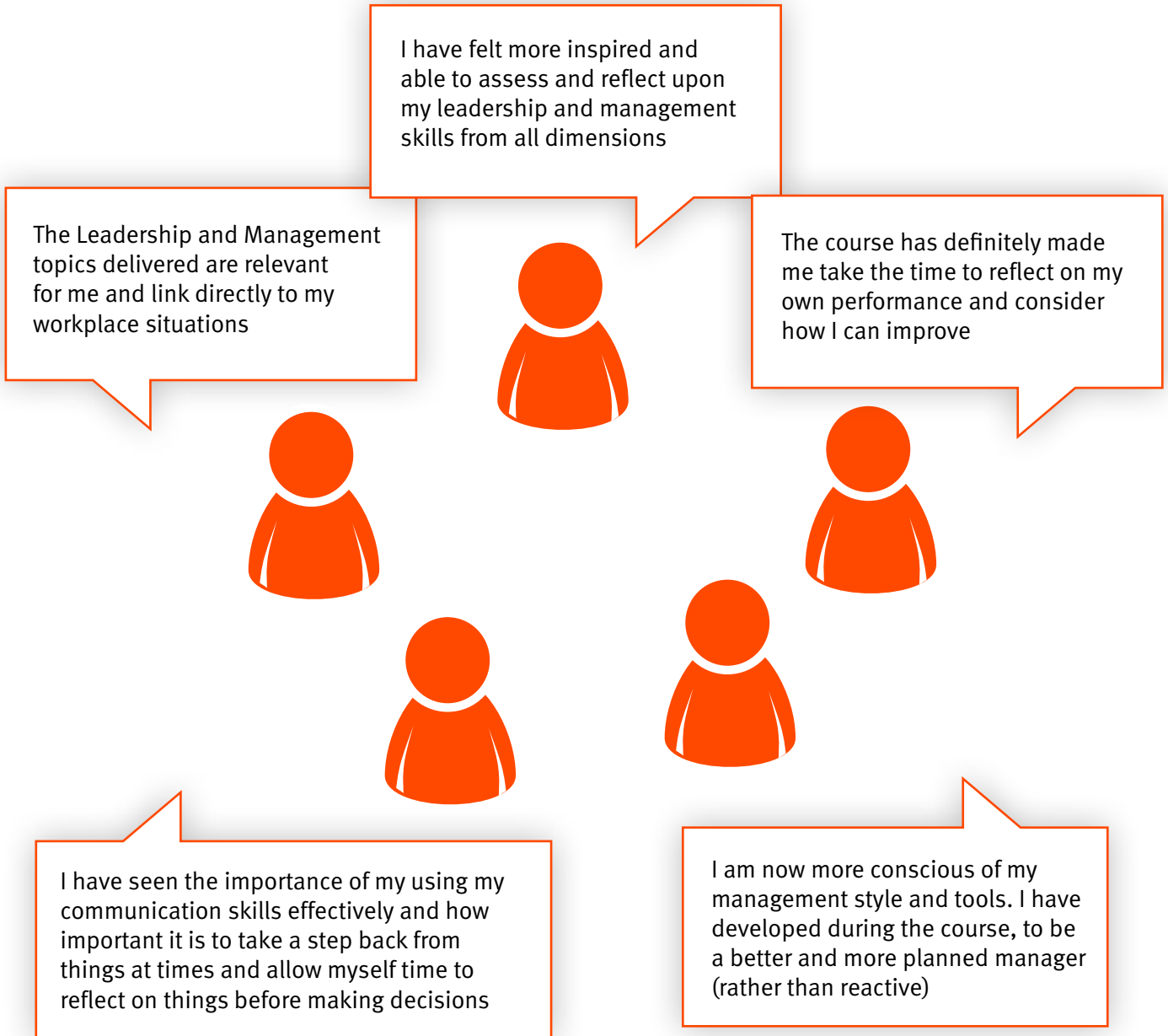
Individual service areas also have excellent examples of profession-led leadership programmes.

For example, 33 Children and Families employees completed the Leading in a Culture of Change programme. A number of professional specific post-graduate qualifications have been completed by employees across the service areas.

We have invested significantly in our registerable workforce to ensure they are fully equipped with the occupational competencies to meet management and leadership standards and our statutory requirements.

Two Senior Leadership conferences were held in 2016. One which focused on the UNESCO City of Design, and introduced participants to the principles of using design methodology and the other focused on the Our People Strategy, and Our Young workforce, supporting the council's strategic leaders to consider actions to support and develop our young workforce.

Comments from employees undertaking leadership courses and qualifications are very positive about their experience and having the opportunity to study to enhance their role and career.



The diagrams below give an overview of what has been happening around leadership development. Management teams are taking a strong lead in the redesign of the Council, aligning their contribution and priorities with the new Local Outcome Improvement and Council Plans and the Council's People Strategy. Currently the Learning and Organisational Development Service is reviewing the Council's leadership and management programmes (including collaborative programmes) to ensure that we are using modern theory and evidence to support the emerging leadership landscape and providing opportunities for all employees to progress their career.

**Throughout 2016, there were many individual and Team achievements. These were: –**

- Reviewed Management Structures and new consistent grading across leadership groups
- Engagement Events Corporate Services, Health and Social Care, Neighbourhood Services
- Executive Directors distributed 24 newsletters across services to keep employees updated about the changes and improvements.

**100**

employees participated  
in 5 'How to have a  
Coaching Conversation'  
courses

**45**

employees  
completed ILM  
qualifications

**36**

Adaptive Leadership  
Programmes

**87**

managers participated  
in 8 Courageous  
Conversations  
courses

**46**

participants took part  
in EPDR Workshops

**8**

employees completed  
a post graduate Certificate  
or Diploma in  
Applied Professional  
Studies

**4**

managers completed  
MSc in Public Service  
Leadership



The Council remains ambitious to create and maintain an excellent work environment that attracts and retains excellent people and have in place the best conditions and structures to enable them to respond effectively to the needs and aspirations of the citizens of Dundee.

We have a number of effective policies and procedures in place to support employee health and wellbeing in the workplace. To complement this we are developing a Health and Wellbeing Framework that will provide a proactive and engaging approach to enhancing the wellbeing of our employees.

- Introduced physiotherapy and counselling
- Implemented an Attendance Support Plan to support our employees at work
- 50% of our services have achieved at least a bronze Healthy Working Lives award
- We are working with our Occupational Health provider and the Trade Unions to improve attendance rates. In 2016 45% of employees had no absence. 7921 days were attributed to employee absence and average length of absence was 8.39 days

Our Council has robust policies and processes in place for recruitment and selection and we have been continually evaluating these to improve efficiency and consistency. In 2016 there was an end-to-end review of Recruitment to improve timescales.

To ensure a diverse representation of candidates, the Council uses engagement tools including TalentLink, myjobscotland, college and university events and recruitment initiatives aimed at specific job roles.

Throughout 2016 a number of initiatives and workplace benefits have been enhanced or introduced to support our workforce.

- Developing a new suite of performance indicators to measure our people performance
- Enhanced our Employee Benefits (with link), such as AVCs, Car Scheme, Cycle Scheme, Childcare vouchers, Dental Plan
- Introduced Administrative Locality Support Officers to embed Business Support across the city
- Launched MyView and Self Service for employees



# 50%

of services have completed at least Bronze Healthy Working Lives Award

As the Council continues to modernise and adapt to future expectations and challenges, our workforce will also adapt and change to work across complex systems. Future public services will require a set of workforce roles which will be different from those in the past. Generic skills will be as important as technical and professional expertise. Soft skills, problem solving, creativity and communication across networks, in particular co-production with citizens, will see a different shape of workforce emerging. A workforce that is flexible and fluid to move into new roles alongside traditional technical roles will be the norm.

Career progression and employee development was regarded as an area for improvement in our employee survey with **57%** of respondents agreed that their training needs had been assessed in the last **12** months and **58%** stated that there were opportunities to learn new skills in their services. The development of the new training data base in the coming year and a targeted approach to Employee Performance and Development Reviews will improve access and build on existing opportunities for employees to personally and professionally develop.

Dundee City Council has already begun this journey in recent years and in the last year there has been a concerted effort to join up leadership development activity with all other employee development, both in terms of professional expertise and soft skill sets.

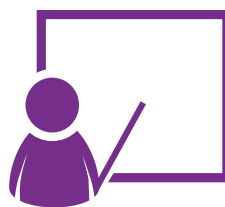


# 3403

employees completed e-learning modules

- ✓ Completed the corporate review of Learning and Organisational Development
- ✓ Consolidated budgets for Learning and Development to get best value and prioritise financial resources
- ✓ Learning and Development teams merged to improve continuity of approach
- ✓ Business partnering arrangements with services have been introduced
- ✓ Invested in a new corporate learning and development training database
- ✓ Developing a new work placement system
- ✓ A total of 3403 people undertook e-learning courses





910

training courses  
were organised

- ✓ Ran 910 courses, including 15 World Host Customer Services courses, currently being rolled out to schools and 8 people have graduated in Customer Service Professional with a further 8 just starting
- ✓ 890 employees completed Protecting People related e-learning courses and 70 employees participated in multi-agency Protecting People Awareness sessions
- ✓ Introduced the Personal and Professional Development Fund
- ✓ Updated our Corporate Induction Programme and developing new bespoke induction programmes for the new service structures

We will continue to foster a culture of support and development for our People to fulfil their personal and career aspirations to meet the best outcomes for the Citizens of Dundee.

**Our Strategy in Action** will be implemented in the year ahead based on our new Council and Partnership priorities and the need to sustain our excellent and highly engaged, developed and supported workforce.

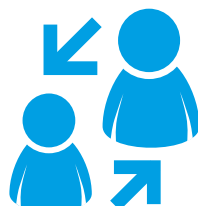
# Our Statistics

# 7



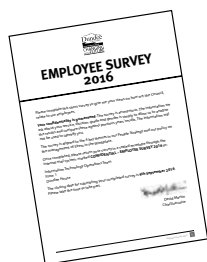
## 50

new work experience opportunities in 2017



## 71

apprenticeships in 2016



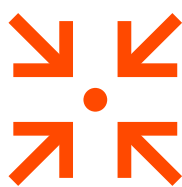
## 36%

of employees completed the Employee Survey 2016



## 62%

of the Employee Survey 2016 responses were positive



## 14

Health & Social Care Partnership Plan focus groups



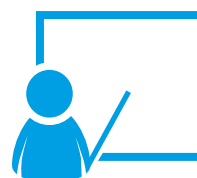
## 65

people attended the Health & Social Care Partnership Plan focus groups



## 60

OSCAs nominations



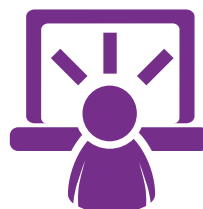
## 910

training courses were organised



## 3403

employees completed e-learning modules



## 394

employees completed e-learning Leadership modules



## 151

employees undertook Leadership accredited courses



## 50%

of services have completed at least Bronze Healthy Working Lives Award



It is through  
**OUR PEOPLE**  
that we will **REALISE**  
our **AMBITION** to be a  
**WORLD CLASS CITY**  
and ensure **POSITIVE**  
**OUTCOMES** for the  
**PEOPLE** of **DUNDEE**

