



# OUR PEOPLE 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 this new People Strategy.

Many factors, such as, new 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. An engaged and motivated workforce led by inspiring and creative managers is the key to the success of meeting the difficult challenges we face over the next few years.

Our People Strategy sets out our ambitions and strategic direction for transforming our workforce and is aligned 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 new People Strategy and to working together to make Dundee City Council an employer of choice, provide a positive working environment where we can do our jobs well and make a difference to the people of Dundee.



Cllr Ken Guild  
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 People 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 Strategy for the period 2015 through to 2018 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 integrate health and social care services and 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 develop a revised 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 integrate and embed continuous improvement and whole systems thinking 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.

Our People Strategy will help us fully appreciate the level of investment we are making in our people, and assist with our decisions on how to reshape the workforce, and prioritise our resources, using them in the most effective and efficient way.

## 2. PURPOSE

The purpose of our People 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 and the City of Dundee.

The Strategy 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 and competently. 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, the Council Plan 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.



### 3. Trends and Drivers

There are a wide range of internal and external factors that impact on our entire 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; financial challenges, including the modernisation of traditional terms and conditions of employment and the advance of technology (fig 1). 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.



### 4. Legislative and Policy Environment

The legislative and policy environment provides the strategic framework to drive the reform of our public services to achieve the outcomes that matter most to our citizens. Public, third sector and private organisations will work more effectively in partnership with individuals, communities and with each other to design and deliver high quality public services. There are clear imperatives within all policy drivers to have locally driven services, a decisive shift toward prevention, a sharp focus on improving performance through greater transparency, innovation and the use of digital technology.

## 5. Our Population

An understanding of our operating context and our population is fundamental to any future workforce planning. The population in Dundee is projected to increase gradually by 6.5% by 2035 to approximately 153,697. By 2035 it is anticipated that the number of people living within the city aged over 65 years will increase by 41%. 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.

Dundee has the third largest percentage of its population (28.8%) living in the 15% most deprived areas of local authority areas in Scotland. An ageing population is presenting challenges and opportunities for our Council. 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.

Unemployment levels within the Council area between June 2013 and June 2014 have decreased with those seeking Job Seekers Allowance dropping from 5.7% to 4.4%. However, this is higher than the overall Scottish figure which for the same period fell from 3.8% to 2.8%. 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 and service Dundee Partnership's Employer Engagement Group and promote the Employer's Pledge with employers in the city and regionally across Tayside. We are involved in the emerging Regional Invest in Young People Group so that employers can help shape and provide opportunities for young people. Our Employability Pipeline Model will continue to evolve and change to provide targeted support to people who are not in work, to be competitive in the labour market.

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 have 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.

## 6. Our Workforce

Our Council employs just over 7,000 employees. The demographic profile of the workforce indicates that we have an aging population with 38% of employees who are over 50 years of age. 4.8% are under 25 years of age and 48% are aged between 31 and 50 (fig.2). Workplace initiatives to recruit and develop opportunities for young people will assist in rebalancing our employee profile and planning our future workforce, alongside developing the skills to include young people into our workforce together with talent and succession planning in our existing workforce. With staff costs accounting for 60% of the Council overall budget, how we workforce plan, develop, reward and manage our employees will be critical to how we address financial pressures and the redesign of services. We have already reduced our workforce in recent years to take account of the changing landscape of public services. Our workforce will continue to modernise, re-shape and reduce in numbers to respond to change and the financial challenges ahead to ensure that we deliver effective and efficient services and improved outcomes.

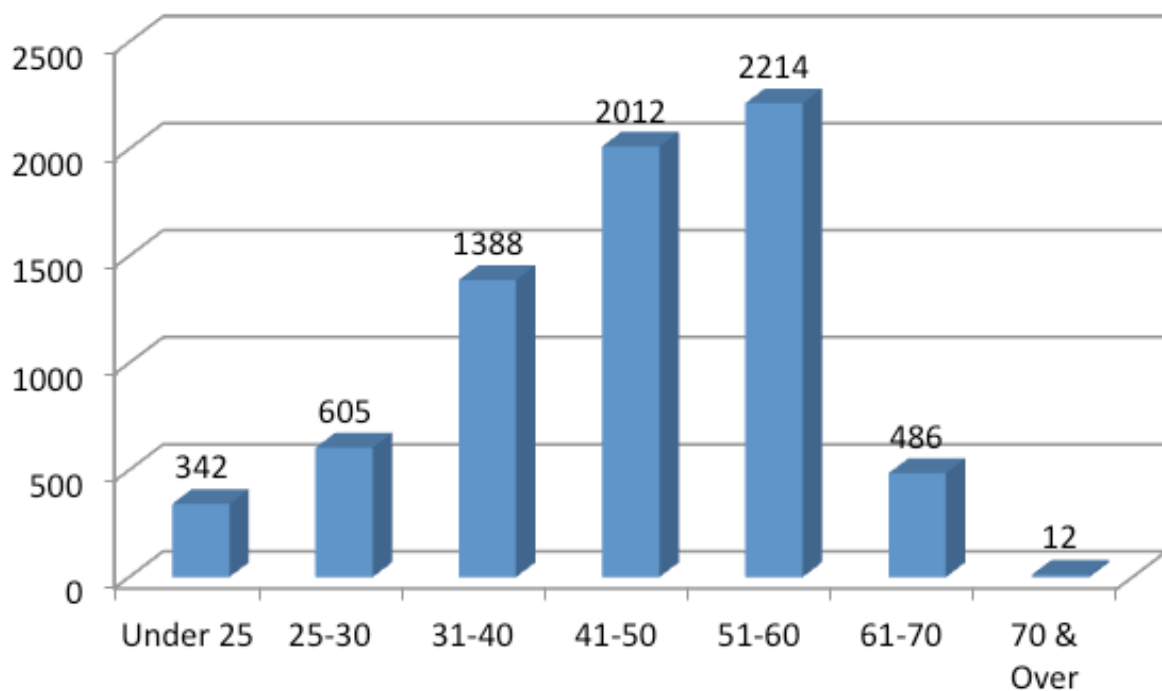


Fig 2



## 7. New Ways of Working

To transform our services, we recognise that modernising our working practices is not only about structures, processes and the use of new technology but requires our people to adapt to new working environments. Our Council is improving its investment in workforce and organisational effectiveness by adopting new working practices such as mobile and flexible working, the use of technology and more targeted use of our buildings. We will continue to explore alternative models of the deployment of our overall resources and assets. It is therefore vital that we secure the commitment of senior leaders, managers, individual employees and trade unions in this journey of change.

## 8. Partnership

Working in partnership with our local employers in the public, voluntary and business sectors is a considerable strength for us in Dundee. Our Council, our services and partners are embarking on a period of unprecedented change due to new models of working and reduced public sector spending. It is therefore important that we continue to collaborate with our partners to build multi-agency capacity, share ideas and promote learning across organisations to deliver excellent outcomes. We work closely with our local colleges and universities who are major employers and who are also key to developing future education, skills and knowledge of our combined workforce in Dundee. Our People Strategy focusses on the Council's workforce; however it acknowledges integrated ways of working that are already in place and others that will emerge through the life of the strategy.



# Our People Charter

Our workforce is our most valuable and valued resource. At the core of our Strategy is the recognition that the continuing ability to achieving excellent services depends on the commitment, motivation and innovative working embraced by our employees at all levels in our Council.

## What you can expect from our Council:

We will:

- Act with integrity, respect, openness and transparency;
- Value diversity;
- Promote 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;
- Keep you informed and protect your interests in times of change;
- Consult with our trade unions and professional associations on workforce matters.

Our Managers will lead by example, encouraging and supporting you to be the best you can be. 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;
- That ideas and suggestions that you put forward will be listened to and fully considered.



# Our People Charter

## What we ask of you

We need the whole of our Council's people, including senior leaders, professional, front-line and support staff 'to be all you can be' specifically:

We ask you to:

- Be dynamic and responsive to changing customer needs and expectations;
- Apply our core values of fairness and equality, and pride in our city in your everyday work;
- Value difference and treat people with dignity and respect;
- Engage and respond positively to the communities we are accountable to;
- Value each employee's unique contribution;
- Work flexibly and be open to changing circumstances, offering solutions and ideas ;
- Remain aspirational and optimistic, with a 'can do' approach;
- 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;
- Contribute successfully in partnership with others;
- Recognise the needs of the whole city and our whole Council through team work and cooperation with others.

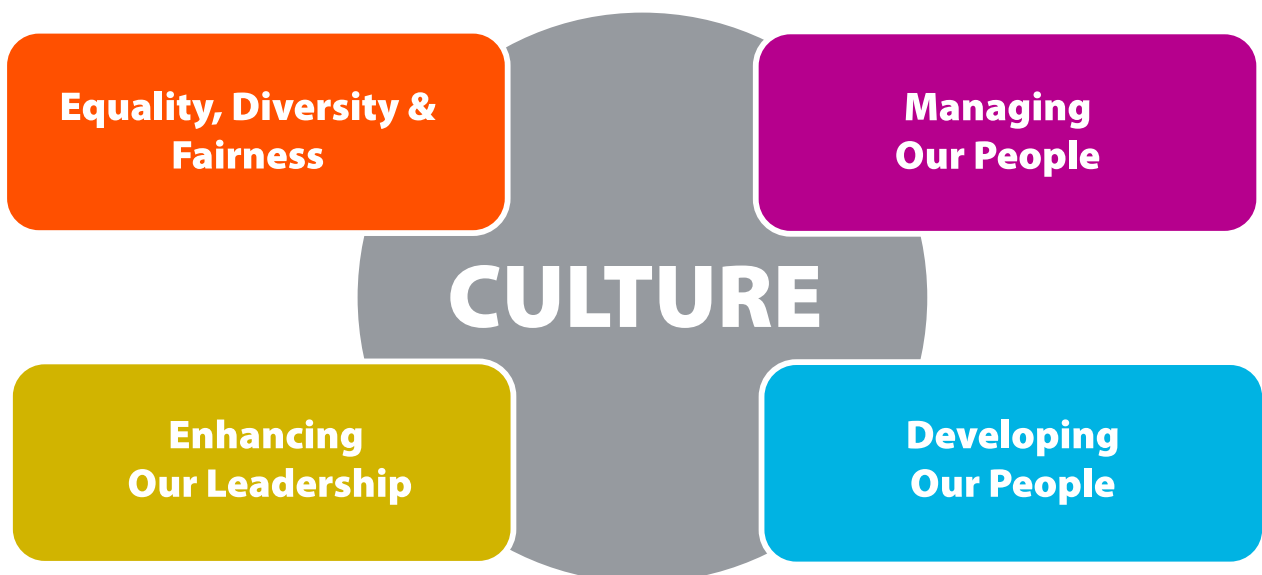


## Delivering on our People Strategy

- The delivery of the People Strategy is supported by the Elected Members in the Council. It is the overall responsibility of the Dundee City Council's 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 People Strategy, principally ensuring that employees' experience matches the commitments made in the People Charter.
- 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.

A range of developments are already happening to ensure the successful implementation of our People Strategy. Others will develop as our Strategy progresses. Our People Strategy will be dynamic and flexible in approach and will adapt to changing circumstances and as new practices and services emerge. We have framed this strategy around 4 strategic workforce themes.

### Our 4 Key Workforce Strategic Themes 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. These are reflected in our vision and values set out in our Council Plan and our People Charter which guides the way we want to work with our citizens and each other. We undertake a regular staff survey 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 for our employees.

To ensure Equality, Diversity and Fairness, we will:

- 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;
- implement ‘Self-Service’ and ‘My View’ to improve access for our staff 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 staff;
- ensure any operational and process changes are implemented fairly;
- 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 service and team action plans to improve results;
- raise awareness of line managers understanding of survey results to ensure that they are proactive in our performance improvement measures;
- 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;
- introduce a new learning and development management system to improve access for employees and improve the consistency of training records;
- 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 strong a reputation for investing in our leadership programmes in recent years in our Council through graduate, undergraduate and vocational programmes. 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.

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;
- ensure that leadership is distributed throughout the organisation to build capacity to meet future challenges;
- invest and expand learning and development opportunities for elected members
- support managers to think and operate strategically alongside operational priorities;
- introduce management and leadership competencies to guide our managers and maximise employee engagement;
- continue to emphasise the importance of a performance improvement ethos in our managers' everyday activity and with their teams;
- embed workforce planning in to 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;
- introduce 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 and managing under performance 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 improving 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;
- ensure an employee communication plan is in place to support organisational culture and values;
- review 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;
- 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;
- update our Learning and Organisational Development systems and processes and apply fairly across services;
- maximise the use of modern technology to support our employees to work more effectively;
- empower individuals and teams to undertake and implement STEP reviews.



**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 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;
- establish a learning and development strategy 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;
- put in place a 'Reward and Recognition' framework for individuals and teams;
- increase workforce skills and knowledge in areas of customer service, co-production, and personalised approaches;
- have effective Employee Performance & Development and 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 staff through change, e.g. Action Learning.





## How will we measure our progress?

To measure the progress of our People Strategy, an action plan will be developed using agreed performance outcome measures which will be regularly monitored against our immediate and longer term priorities. The strategy will be integrated fully with our performance and financial processes and the Head of Service, Human Resources and Business Support will produce regular reports for the Council Management Team and the Elected Members.



For further information on this strategy please contact:

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