

ITEM No ...3.....

REPORT TO: CITY GOVERNANCE COMMITTEE - 5 JANUARY 2026
REPORT ON: CORPORATE SERVICES SERVICE PLAN 2023-2027
PROGRESS REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 11-2026

1.0 PURPOSE OF REPORT

1.1 To provide a progress report on the second year of the 2023-2027 Corporate Services Service Plan.

2.0 RECOMMENDATIONS

2.1 It is recommended that members note this report and approve the recommendations within the report at 4.6 regarding existing performance measurement arrangements for workforce planning and review of terms and conditions.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications arising from this report.

4.0 BACKGROUND

4.1 The Corporate Services Service Plan for the period 2023-2027 was approved at the City Governance Committee on 20 November 2023 (Article VI, Report 234-2023). The Service Plan outlines the strategic direction for Corporate Services for this period and outlines key priorities and improvements which the service intends to deliver, based on the financial and employee resources which are expected to be available. It also provides details of the service's key responsibilities and identifies the key actions to be undertaken to meet these priorities, as well as the performance indicators which will be used to monitor progress.

4.2 This report provides an update on the performance indicators and actions under each priority theme in the Corporate Services Service Plan for the period to 31 March 2025. In each theme, where required, the report identifies further improvement of activity to achieve the targets and actions in the plan.

4.3 Corporate Services is responsible for Corporate Finance, Digital and Customer Services, Democratic and Legal Services, and People Services.

4.4 The key priorities within the Council Plan that Corporate Services contribute to are:

- increasing the percentage of 16-19-year-olds participating in education, employment or training;
- prioritising welfare support grants to children and families;
- maximising apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice;
- delivering an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs;
- increasing the percentage of Dundee City Council procurement spent with local organisations;

- delivering options to balance the Council's budget each year;
- rolling out a digital transformation programme;
- delivering a programme of service redesign reviews to embed the digital and community empowerment changes;
- rolling out hybrid working across the Council;
- increasing digital learning, teaching of new working methods and developing the skills of our employees; and
- increasing the uptake of modern and graduate apprenticeships.

4.5 The Service Plan sets out performance measures and actions showing how the service is contributing to each of the Council's priorities. The tables include the actual and target data for last financial year to set performance baselines, where available, to transition to the new service plan. Performance in relation to these measures and actions will be monitored in accordance with the Council's Performance Management Framework and reported to Committee.

5.0 2024/2025 SERVICE PLAN UPDATE

- 5.1 The full report attached as Appendix 1 is the second annual progress report in relation to this Service Plan and it covers performance for financial year 2024/2025. It provides an update on the performance indicators and actions under each priority theme in the plan and, where required, identifies further improvement activity to achieve the targets and actions in the plan. The Service Plan Improvement Actions can be found against each indicator below.
- 5.2 10 out of the 12 (83.33%) indicators in the plan have improved or been maintained since the last progress report and 7 of the 12 (58.33%) are on target or within the 5% target threshold.
- 5.3 The service continues to make good progress towards the key priorities during the second year of the plan with 14 of the 23 (60.87%) actions now complete. A further 9 (39.13%) actions are on schedule for completion by the due date, 6 of these are 50% or more complete.
- 5.4 The one action which is currently behind schedule is not within the full control of the Council. Developments in relation to a digital NEC are being driven by Transport Scotland. There are three new actions added as a result of the Best Value Thematic report agreed at Scrutiny Committee on 25 June 2025, these are the actions showing as less than 20%.
- 5.5 It should be noted that, across these, there are some legacy measures which are recommended to be taken forward as follows:

Workforce Planning:

The Council's workforce change and planning approaches support service delivery and business continuity and provide managers with tools and expertise to manage change. Current workforce planning tools were reviewed in May 2025. Resources include Workforce Planning Tool, Guidance and the Workforce Planning site. Going forward, People Services are leading on an updated approach to Strategic Workforce Planning, which will include revised outcomes, actions and measures to support services with a consistent approach to Strategic Workforce Planning.

This will be expanded to include engagement approaches such as Trade Union and employee engagement together with measurement/evidence that these approaches are working through relevant channels such as employee relations data, employee surveys and Quality Conversations.

It is proposed therefore that a new Pentana action, be established to replace CSSPA2024.01 *Review workforce planning arrangements and establish a consistent approach across Service Plans* to also be reflected within CSIA2023/08-1 *Formalising service areas' succession plans*. As part of the overall approach, services will identify and list critical roles and functions for service delivery/business continuity and ensure that these are established and reported as Service Workforce Plans. Services will annually review their Service Workforce Plans as part of annual Service Plan reviews, ensuring they are in line with business continuity measures, and this will be required to be monitored via Pentana against each Service.

Modernising the Workforce:

Also, within the current measures of the Service Plan is CSSPA21.14 *Review of terms and conditions*. This measure had an original start date of 2021 and, with organisational changes, including the post-holders within Corporate Services, it is proposed that these activities are encompassed within an overall measure which is covered by our existing Modernising the Workforce workstream, a major project with a wide variety of strands, including looking at streamlining terms and conditions and ensuring required equality outcomes are embedded within this. The proposal would be that the due date for this revised measure would be June 2027.

Employability:

With the move of the Youth Employability Service into City Development during 2024-5, CSSPA2023.08 *Ensure that our young people are supported with Employability opportunities in Dundee and across the Tay Cities* will be reallocated to City Development's actions within Pentana.

6.0 POLICY IMPLICATIONS

6.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

7.0 CONSULTATIONS

7.1 The Council Leadership Team were consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

8.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

DATE: 1 DECEMBER 2026

Corporate Services

Service Plan

2023-2027



Dundee City Council
www.dundee.gov.uk **CHANGING
FOR THE FUTURE**

Corporate Services

Annual Performance Report 2024/2025



Corporate Services Summary

During the first year of the 2023-27 Service Plan, Corporate Services has effectively supported the delivery of core services to customers within the allocated resources.

Highlights for the year include:

- the delivery, in partnership with Dundee Advice Strategy Partners of over £15m of financial gains for citizens;
- the further development of Community Wealth Building, including community wishes;
- the updating of the IT strategy, agreed by the Council on 4 March 2024;
- the development of the 2024-2027 procurement strategy;
- the completion of the annual accounts on time and unqualified;
- the preparation of the 2024/25 revenue budget, agreed by the Council on 29 February 2024;
- the development of the 2024-29 Capital Plan, agreed by the Council on 19 February 2024;
- the introduction of the Quality Conversations process to promote regular conversations with employees to promote wellbeing and identify any learning and development needs;
- the launch of the Protecting People Learning and Development Framework to provide a central access point to a whole range of multi-agency learning and development resources;

and

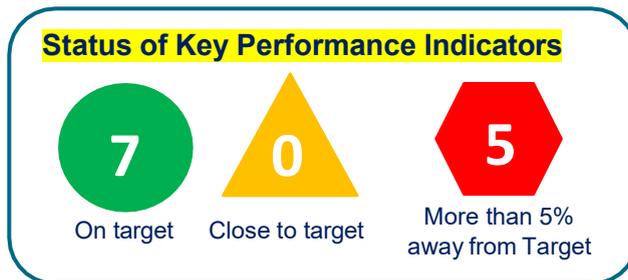
- The introduction of the Engage process to map people processes, resulting in improvements in absence monitoring, exit questionnaires and supply teacher booking. Underpinning this success has been the continued delivery of effective core services across an extensive range of disciplines.



Service Priorities are aligned to the Council Plan priorities below:

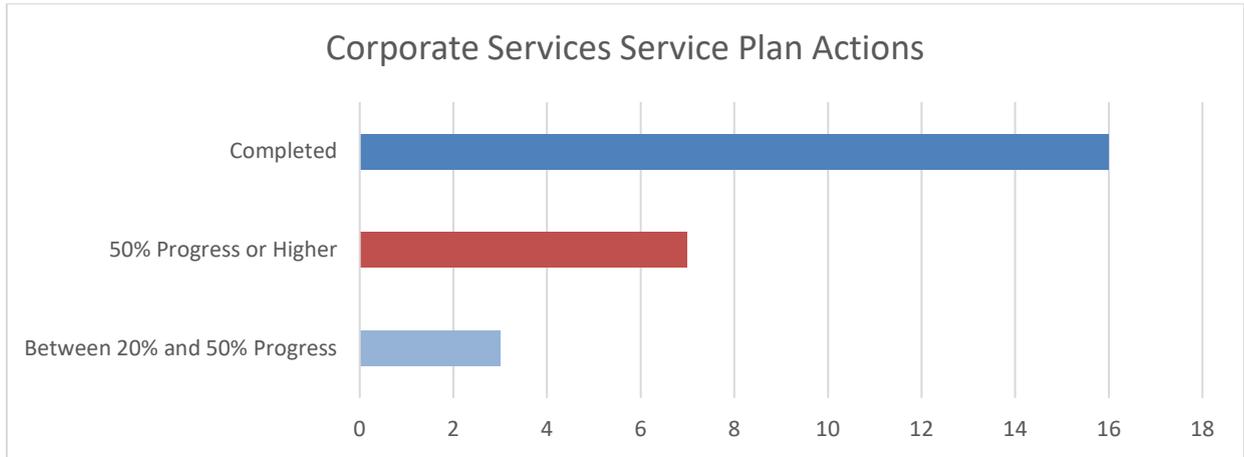


Key Performance Indicators Summary



Trend of Performance Indicators

<div style="border: 1px solid black; border-radius: 15px; padding: 5px;"> <p>10 Improved and Maintained </p> <p>2 Deteriorated </p> </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; padding: 5px;">Most Improved PI's </th> <th style="text-align: left; padding: 5px;">Most Deteriorating PI's </th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Payment of creditors - % < 30 days</td> <td style="padding: 5px;">Pension fund investment performance relative to benchmark</td> </tr> </tbody> </table>	Most Improved PI's	Most Deteriorating PI's	Payment of creditors - % < 30 days	Pension fund investment performance relative to benchmark	
Most Improved PI's	Most Deteriorating PI's					
Payment of creditors - % < 30 days	Pension fund investment performance relative to benchmark					



Detailed Updates by Priority Theme

The tables below provide an update on progress towards targets and the actions being taken within each theme of the Service Plan. The following legends are used within the tables.

PERFORMANCE INDICATOR (PI) STATUS EXPLAINED					
Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Close to target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

ACTION PROGRESS SYMBOLS AND STAGES EXPLAINED	
	Unassigned - The action has been created on the system but hasn't yet had the required relevant officers assigned to it.
	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase.
	20% - The task is defined and agreed by relevant partners/stakeholders. 40% - Necessary tasks planned and implementation in early stages. 60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway. 80% - Majority of actions achieved/agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.
	Overdue - Action is still progressing; however, it has exceeded its due date.
	Completed - Action has been completed, and objectives have been achieved.
	Alternative Action Identified - When the action will not reach its due date or/and an alternative has been initiated.

Service Plan - Corporate Finance Actions 2024 to 2025



Status Icon	Title	Progress Bar	Due Date	Latest Note
	The Long-Term Financial Strategy to be updated to reflect new Council Plan priorities		31-Mar-2024	Review of Long-Term Budget Forecast undertaken as part of the 2024/2025 Revenue Budget exercise (report 55-2024 to City Governance Committee, 29 February 2024 refers).
	Identify further areas where participatory budgeting can be used		31-Mar-2024	The Council continue to identify ways of introducing participatory budgeting models. It is recognised that resource constraints are tight so focus may look at the distribution of existing budgets in a different way.
	Community Wealth Building		31-Mar-2027	The Council's Community Wealth Building Strategy and Action Plan was approved by City Governance Committee on 23 June 2025.
	Manage revenue and capital budgets in light of monitoring information		31-Mar-2026	Revenue and Capital Budgets were approved by members in February. Arrangements are in place to monitor these outturns and the outcome of this is shared with budget holders, senior management on a regular basis to allow corrective action to be taken where necessary. Specific financial recovery plan actions have been agreed in current financial year to address projected overspend and are have a positive impact to date.

Service Plan - Corporate Finance Performance Indicators 2024 to 2025



Traffic Light Icon	Short Name	2022/2023	2023/2024	Current Value	Current Target	Short-Term Trend Arrow	Long-Term Trend Arrow	Latest Note and Improvement Actions
		Value	Value					
	Payment of creditors - % < 30 days	84%	90%	96%	95%			Review of internal payment processes and procedures and greater use of purchase to pay have resulted in reduction in delays in paying invoices.
	Payment of local creditors - % < 14 days	78%	90%	92%	90%			Review of internal payment processes and procedures and greater use of purchase to pay have resulted in reduction in delays in paying invoices.
	Variance between capital budget and actual expenditure	-44.8%	-33.6%	-24.6%	5%			Reflects slippage on major capital projects including Drumgeith Community Campus and Council housing energy efficiency and new build programmes. Detail previously reported to elected members within Annual Accounts 2024/2025.
	Cost of Pension Fund administration per member	£31.64	£38.60	£35.92	£30.00			The increase in scheme membership and reduction in system costs accounted for this reduction.
	Pension Fund investment performance relative to benchmark	-1.26%	1.30%	-1.85%	0			Challenging investment environment. Unprecedented levels of geo-political risk and tariff fears dominated and ensured that the markets remained volatile.

Service Plan - Digital and Customer Services Actions 2024 to 2025



Status Icon	Title	Progress Bar	Due Date	Latest Note
	Refresh the IT Strategy	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%	31-Jan-2024	IT Strategy (Report 62/2024) approved at City Governance Committee 4 March 2024.
	Establish a Digital Leadership Board	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%	30-Sep-2024	Digital Leadership Board meetings arranged. First meeting has occurred. Agenda, Reports and action items documented. MS Team created to coordinate activity. Terms of Reference for the group defined.
	Ensure the impact of using digital technology is reflected in the Council's Service Plans	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%	31-Mar-2025	This action is now superseded but will be considered as part of the proposed new action included within this report to establish new workforce management plans. This proposal involves the implementation of a consistent approach across service plans that will consider and continue to review the impact using digital technology has on the Council's workforce.
	Review new models of operational front-line work in light of changes in priorities following review of Council and City plans	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%	31-Mar-2027	All Digital and CS structures have been reviewed in order to take advantage of savings from VSER scheme. Methods of working including flexible working hours, hybrid locations and omnichannel are being considered as operational BAU.
	Evaluate changing city poverty profiles and ensure service specification meets changing needs at city and ward levels	<div style="width: 80%;"><div style="background-color: #4f81bd; width: 80%;"></div></div> 80%	31-Mar-2027	Work continues to ensure service provision in different areas of Dundee is data driven. Links to NHS Tayside and Public Health Scotland in relation to GP work is being explored. Dundee are involved in a project with different Scottish Councils and the Department for Science, Innovation and Technology and to use Council held data, DWP and Social Security Scotland data to understand child poverty and identify unmet need. The Dundee wide Pension Credit campaign data is also currently being analysed by the Information Team and IT to map coverage across the city, and overlay poverty and demographic information to assess whether there are any missing areas of Dundee needing additional targeting.

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Additional performance areas monitored outside the 2024/25 KPI set		31-Mar-2027	While the following areas were not included within the formal Key Performance Indicators for 2024/25, they have been subject to ongoing operational oversight. Following actions described by Audit Scotland's review of IT asset Management. During the year, work has progressed to strengthen how these areas are monitored and measured, with a view to enabling more accurate and consistent performance reporting in future service plans.
	Public Services Network PSN certification		31-Mar-2027	The PSN certification process has been actively managed throughout 2024/25, with required controls and assurance activity maintained in line with national standards. Progress against PSN requirements has been monitored as part of the council's wider cyber security and compliance arrangements. Work during the year has supported readiness for certification assessment and strengthened the underlying evidence base.
	Waste Electrical and Electronic Equipment (WEEE) Regulations certification		31-Mar-2027	Compliance with WEEE Regulations has continued to be managed through established processes and supplier arrangements. Activity during 2024/25 focused on maintaining certification requirements and ensuring appropriate handling, disposal, and audit trails for relevant equipment. Compliance has been monitored operationally, with clearer measures being developed to support future reporting.
	Uptime of major systems measured through IT Service Management tools		31-Mar-2027	During 2024/25, work has been underway to establish a consistent and reliable method for measuring the uptime of major systems using IT Service Management tools, based on core service hours of Monday to Friday, 9am to 5pm. System availability has continued to be monitored although, Further refinement of measurement and reporting is planned. This improvement will be alongside a review of service desk hours during 2025/26 to ensure alignment with customer and service needs.
	Monitoring and tracking asset usage to identify under used assets		31-Mar-2027	Asset usage has continued to be monitored at an operational level during 2024/25, with early work undertaken to improve visibility of utilisation and value. While this was not captured as a KPI, learning from this activity has informed future planning. During 2025/26, consideration will be given to the introduction of a product ownership model to strengthen accountability, improve insight into asset use, and support more informed investment and disposal decisions.

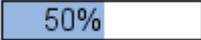
Service Plan - Digital and Customer Services Performance Indicators 2024 to 2025



Traffic Light Icon	Short Name	2022/2023	2023/2024	Current Value	Current Target	Short-Term Trend Arrow	Long-Term Trend Arrow	Latest Note and Improvement Actions
		Value	Value					
	Improve in year Council Tax collection rate	95.15%	94%	93.5%	95%			Although target not met for year collections. CT collection has increased year on year in revenue terms by £1,216,316.13 from 2022/23. Our 24/25 performance has been reviewed as part of the first quarter work in 25/26. The improvement actions are already underway and you will see the impact of these reflected in our 25/26 performance and future reports.
	Improve in year Non-Domestic Rates collection rate (annual)	93.33%	92.08%	93.3%	98%			Although target not met - due to changes in Empty Property Reliefs, the collection has Increased from last year by 1.15%. The team have collected £67,483,949 in 24/25 and increased collection by over £4m in revenue from last year. We have reviewed our 24/25 position early in 25/26, and the steps we are taking to strengthen things will be visible in both our 25/26 performance and the reporting into 26/27.
	Average number of days taken to process new claims	14	13	14	12			Speed of processing days maintained.

Service Plan - Democratic and Legal Actions 2024 to 2025



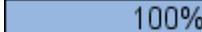
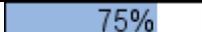
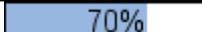
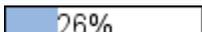
Status Icon	Title	Progress Bar	Due Date	Latest Note
	Deliver the general election	 100%	31-Jan-2025	Dundee Central Constituency Count concluded, and Writ returned to the House of Commons.
	Develop long-term plans for Tayside Scientific Services	 50%	31-Mar-2025	Discussions are ongoing at a national level involving the Provider Laboratories, SOLACE, COSLA and Food Standards Scotland regarding this matter.

Service Plan - People Services Actions 2024 to 2025



Status Icon	Title	Progress Bar	Due Date	Latest Note
	Implement the Corporate Services Workforce Plan	 100%	31-Mar-2027	<p>This plan was launched May 2024.</p> <p>Work in this area has continued meantime, with the Council's workforce change and planning approaches support service delivery and business continuity and provide managers with tools and expertise to manage change. Current workforce planning tools were reviewed in May 2025 for across the organisation. Resources include Workforce Planning Tool, Guidance and the Workforce Planning site. Going forward, People Services are leading on an updated approach to Strategic Workforce Planning, which will include revised outcomes, actions and measures to support services with a consistent approach to Strategic Workforce Planning.</p> <p>This will be taken to City Governance for a new Pentana action, to be established to replace CSSPA2024.01 Review workforce planning arrangements and establish a consistent approach across Service Plans to also be reflected within CSIA2023/08-1 Formalising service areas' succession plans. As part of the overall approach, services will identify and list critical roles and functions for service delivery/business continuity and ensure that these are established and reported as Service Workforce Plans. Each Directorate will annually review their Service Workforce Plans as part of annual Service Plan reviews, ensuring they are in line with business continuity measures, and this will be required to be monitored via Pentana against each Service.</p>
	Review the hybrid working policy	 100%	31-Mar-2024	The new hybrid working policy was introduced on 23 September 2024 and is available on One Dundee.

Status Icon	Title	Progress Bar	Due Date	Latest Note
✓	Implement updated practices to support wellbeing and attendance	100%	31-Mar-2024	Health and Wellbeing Plan for May 2024-May 2025 agreed with TUs and implemented from May 2024.
✓	Establish and implement a Digital Skills Survey for Council employees	100%	31-Mar-2025	Further to the last update, a Digital Skills audit process has been designed and developed. This is being piloted in People services before being rolled out to all other services as a tool to identify digital skill development themes and actions. Along with the previous action update highlighting the shift in digital skill development and ongoing work to achieve this, it has been agreed that this action is now complete.
✓	Review the use of casual workers	100%	31-Mar-2025	Teacher booker system is up and underway. Social Care booker is in the testing phase. Establishment Control Board has been established and relief/casual usage will be monitored as part of this.
✓	Continue to explore opportunities for partnership working	100%	31-Mar-2025	<p>This is categorised now as business as usual as we continue to pursue partnerships in line with principles reaching as far back as Christie Commission on the future delivery of public services. Some examples of those already in place are as follows:</p> <ul style="list-style-type: none"> • We have designed and delivered a range of training and resources to support the protecting people agenda in partnership with P&K, NHS and Angus. • We have collaborated with an HEI (Dundee University) and other local authority areas including P&K, Fife and Angus to deliver an Integration Day to Student Social Workers focused on the Newly Qualified Social Worker Supported Year to promote transition into employment and promote recruitment opportunities. • Collaboration with Dundee University and Angus Council to design and deliver Link Worker Training to promote the increase of statutory social work placements. • Development of Partnership with the Protecting People Team and third sector partners - Protecting People Learning Framework: multi-agency learning source. • SVQ standardisation and verification across Tayside. • Shared Service TRIM response with TRB and third sector. • Work with Angus Council on building resilience model of Payroll function.

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Review Health and Safety Policy corporately and in Services to reflect new ways of working		31-Mar-2024	This is an ongoing action and does not currently have a definite end date.
	Deliver the Our People Strategy		31-Mar-2027	People Strategy actions being implemented.
	Review workforce planning arrangements and establish a consistent approach across Service Plans		31-Mar-2025	Current workforce planning tools were reviewed in May 2025. Resources include Workforce Planning Tool Guidance and the Workforce Planning site. Going forward, People Services are leading on an updated approach to Strategic Workforce Planning, which will include revised outcomes, actions and measures to support services with a consistent approach to Strategic Workforce Planning.
	Continue to promote learning and development to grow the organisation		31-Mar-2027	Learning and development pathways to support workforce development are already established in a few service areas. The Graduate Apprenticeship programme is established and supporting existing employees to gain appropriate work-based degree qualifications and leading to promoted opportunities for some of the graduates. Audit Scotland carried out a thematic review of the Council's workforce planning and innovation during March and report expected May 2024. it is expected that this will highlight learning and development improvement areas.
	Ensure that our young people are supported with Employability opportunities in Dundee and across the Tay Cities		31-Mar-2027	Please see covering paragraph 5.5 for clarification about this action.
	Review of terms and conditions		31-Mar-2025	Please see covering paragraph 5.5 for clarification about this action.
	Measure and report on the impact of workforce planning		31-Mar-2025	As part of the review of the current approaches to Strategic Workforce Planning, appropriate and relevant measures and guidance will be communicated to all services to enable them to understand the impact of their workforce plans. This information will be used to ensure that the Council's approach to Strategic Workforce Planning supports business continuity.

Service Plan - People Services Performance Indicators 2024 to 2025



Traffic Light Icon	Short Name	2022/2023	2023/2024	Current Value	Current Target	Short-Term Trend Arrow	Long-Term Trend Arrow	Latest Note and Improvement Actions
		Value	Value					
	Gender pay gap	100.34	98.86	98.56	102.00			<p>The gender pay gap at Dundee City Council shows a positive trend for women, with a gap of -1.47% in 2024/2025, indicating that women earn more compared to men. For every £1 earned by a female employee, a male earns 98.53 pence. This is an improvement from previous years and better than the Scottish average.</p> <ul style="list-style-type: none"> • Grading structures: The Council has three grading structures: Local Government, Teachers, and Craft, each with specific evaluation methods to ensure fair pay based on job roles. • Commitment to equality: Dundee City Council is actively working to close the gender pay gap by implementing targeted development programs for underrepresented groups and promoting flexible working opportunities. Their goal is to support employees from protected groups in advancing to higher graded roles.

Traffic Light Icon	Short Name	2022/2023	2023/2024	Current Value	Current Target	Short-Term Trend Arrow	Long-Term Trend Arrow	Latest Note
		Value	Value					
	Days lost per FTE for Teachers	6.18	7.89	7.87	6			<p>The Council's sickness absence for teachers has slightly decreased from 7.89 days lost per FTE to 7.85 days lost per FTE over the last year.</p> <p>People Services are leveraging data analytics to identify trends and areas with high levels of absence.</p> <p>We provide monthly absence statistics to the Corporate Leadership team and support managers with managing absence.</p> <p>Teaching staff are included in the Council's initiatives to manage absence.</p>
	Days Lost per FTE (LGE only)	16.27	17.55	17.89	10			<p>17.55 days lost per FTE to 17.87 days lost per FTE over the last year.</p> <p>The Council continues to work collaboratively with Trade Unions on the Health and Wellbeing agenda, providing various supports such as health and wellbeing services, training courses for managers, and family-friendly policies. The Corporate Leadership team continues to receive monthly absence data and managers are supported to manage absence through detailed reports and dashboards.</p>

Traffic Light Icon	Short Name	2022/2023	2023/2024	Current Value	Current Target	Short-Term Trend Arrow	Long-Term Trend Arrow	Latest Note
		Value	Value					
								<p>A new post of Employee Wellness Advisor was created and filled in September 2024, focusing on supporting wellbeing across all areas of the Council.</p> <p>In late 2024, a project was undertaken to explore the reasons for sickness absence and identify areas for improvement. This involved nearly 1500 employees and resulted in specific actions being progressed.</p> <p>The Council introduced an Employee Assistance Programme in 2024 that offers 24/7 support for mental, physical, financial, or personal health issues and works closely with Able Futures to support employees experiencing mental health issues. Wellbeing Roadshows were held to introduce health and wellbeing supports to employees, particularly those in traditionally hard-to-reach roles and in December 2024, a corporate leadership conference focused on wellbeing initiatives and leadership to support wellbeing.</p>