

## ITEM No ...8.....

**REPORT TO:** POLICY AND RESOURCES COMMITTEE – 7 JANUARY 2019

**REPORT ON:** OUR PEOPLE STRATEGY UPDATE REPORT: STRATEGY IN ACTION, 2019

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

**REPORT NO:** 27-2019

### 1. PURPOSE OF REPORT

The purpose of this report is to inform elected members on the progress of the City Council's *Our People Strategy* - 'Strategy in Action' 2019.

### 2. RECOMMENDATIONS

2.1 It is recommended that the Committee:-

- Note the progress of *Our People Strategy* outlined in our Update Report, Strategy in Action, 2019.
- Agree to build on the success of *Our People Strategy* 2015 with the creation and implementation of a new Strategic Workforce Plan in 2019.

### 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 the minute of the meeting of the Policy and Resources Committee of 7<sup>th</sup> December, 2015, Report no 446 -2015 refers). The Council is 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 resilient, adaptable and sustainable for the future. The Update Report 2019 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:-

- Equality and Diversity;
- Enhancing Leadership;
- Managing our People;
- Developing our People.

4.2 In 2019 it is our intention to build on the success of *Our People Strategy* agreed in 2015 and produce a Strategic Workforce Plan which will set out opportunities to fully integrate the Council's broader strategic framework with the planning and development of our future workforce.

4.3 Activities and achievements are detailed throughout the Update Report 2019. These include information on:-

- Employability with a continued focus on creating opportunities for our young workforce;
- Continued implementation of actions from the 2016 Employee Survey action plan;
- Implementation of the Health and Wellbeing Framework developed with the trade unions;
- Innovative work in digitally enabling our workforce;
- Accolades and Awards achieved;
- Health and Safety information showing further improvements in our health and safety culture;

- Leadership development and succession planning and how we are demonstrating and communicating our ambitions and intentions by engaging with the views of our employees;
- Embedding our performance management and the Pentana measurement tool to monitor *Our People Strategy* Action Plan;
- Transformational Protecting People programme.

#### 4.4 UPDATE REPORT KEY HIGHLIGHTS

##### 4.4.1 Our Workforce

Considerable efforts have been made to improve and rebalance the demographic profile of our workforce. Building on previous work, we are progressing our approaches to identifying our talent and our future workforce requirements by investing in succession planning and flexible and mobile opportunities to support employees in their job and career. Involving and investing in our workforce is crucial to transforming services. These approaches have been made possible following the conversations that we have had with our employees about how we can do things more effectively together, connecting their ideas with robust workforce data.

We have developed strategic workforce information tools and will deliver workshops throughout 2019 to support succession planning for managers and career planning for our employees. Delivering on commitments within *Our People Strategy*, we have been working with employees to ensure that they have the right digital tools to do their jobs, no matter what their role or work location is. This brings together the *Our People Strategy* in action and the Digital Strategy (Article XII of the minute of the meeting of the Policy and Resources Committee of 19<sup>th</sup> November, 2018, Report no 364-2018 refers).

4.4.2 Developing the Young Workforce, the national Youth Employment Strategy remains a priority for the Council. A number of approaches, both in the Council and with our Partners, have been established in consultation with young people and employers. We have introduced a new improved work placement system for school pupils and offered a successful graduate work experience programme for 16 graduates. We currently have 70 young people undertaking an apprenticeship programme and an additional 10 young employees undertaking graduate apprenticeships at the University of Dundee. Examples of these apprenticeships are the traditional craft apprenticeships in Neighbourhood Services such as electricians, joiners and gardeners, etc. to other wide ranging opportunities, e.g. administration roles, digital marketing, 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 for those who need more support. The Employability Tay Regional Programme built on the success of our Dundee model has been very successful. There is a case study of our hospitality programme for young people in the Update Report.

##### 4.4.3 Awards

The Council was successful in achieving a number of prestigious accreditations and awards in 2017 and 2018. We achieved the highest level of the Living Wage Accreditation and the Living Wage Champion Award for Local Authority Leadership. We have been accredited with the Carer's Positive award though the levels of 'Engaged' and 'Established' and will work hard to achieve the 'Exemplary' status in 2019. This has continued 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 accreditations also. We continue to hold 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.

##### 4.4.4 Customer Focus

Our employees approach their work every day applying creativity, professionalism, and commitment and pride to what they do. These approaches are instrumental in the Council and teams achieving prestigious national, local and internal awards. Their passion for putting citizens at the centre by transforming services to be the best, is evident at every level in our workforce. Over the last 18 months we have achieved commendable national awards for outstanding teams and individuals. These include:-

- Energy Efficiency Awards 'Council of the Year'.
- COSLA Excellence Chairman's Award for the project to locate Welfare Rights Advisors in GP surgeries, great partnership working which has secured extra income for claimants and freed up healthcare professionals to focus on clinical needs.
- Best Service Team of the Year for Highways and Winter Maintenance.
- Beautiful Scotland Award, David Welch Memorial Award for the team that organises the Food and Flower Festival, one of Scotland's premier horticultural and culinary events.
- COSLA Excellence Gold Awards for 'Dundee Decides' – the biggest participatory budgeting project run by any Scottish Council which saw 11,500 people taking part in decisions about spending on local infrastructure and 'Getting Ready for Work' Team – a project which combines language learning and employability skills to help the Syrian refugees who have settled in Dundee move into employment or set up a business.
- Scottish Association of Social Work, Special Recognition Award for the Children with Disabilities Team.
- SOLAR Best Team Award for the Commercial Legal team for their painstaking 'behind the scenes' legal work supporting the regeneration of Dundee's Waterfront.
- Scottish Transport Awards - Excellence in Innovation and Technology. The National Entitlement Card Programme Office won for the project to replace over 1 million cards, giving people access to travel concessions.
- Scotland Women in Technology Awards, for two teachers in Rosebank Primary and Harris Academy who have done great work equipping our children with digital skills and inspiring girls in particular to get involved with technology.
- COSLA Excellence Silver Award, The Corner 'Support U' project, an innovative counselling service for vulnerable and 'hard to reach' young people with mild to moderate mental health needs.
- GO Procurement Awards for Dundee's electric vehicle charging infrastructure.
- COSLA Excellence Bronze Awards for Family Fresh Air Club which supports young families in deprived areas to use our local greenspaces and for Earth Hour 2018, our campaign of events to raise awareness of climate change and encourage people to take action to reduce their own carbon emissions.

The Council's annual OSCAs also recognise the professionalism, dedication and hard work of employees with 92 nominations in 2017 and 2018. There are examples in the Update report of innovation and improvement which have been possible through listening to our customers, employee engagement and embracing service design principles and change approaches.

#### 4.4.5 Employee Engagement

The Employee Survey was carried out in 2016. 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 have listened to our employees to identify areas for improvement. These were: improved communication, identifying opportunities for development and greater involvement. We have continued to work with the trade unions to build on our strengths, share good practice and work together to make future improvements within services and teams. Services developed specific action plans and there have been significant engagement with our workforce in undertaking 26 focus groups and engagement events involving 260 employees and stakeholders. Our Digital and Communication strategies are in place and are enabling further engagement. We have carried out a digital skills survey with a significant response from over 900 employees The Chief Executive's blog and newsletters have regular updates about the actions from the Employee Survey.

#### 4.4.6 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. In June 2018, the Council signed up to the Fair Work Charter which will ensure our employees have:-

- An effective voice, have a range of opportunities open to them
- Opportunities
- Security of employment

- Fulfilment in the workplace
- Respect.

We have also:-

- Implemented our new Health and Wellbeing Framework
- Introduced our Health and Safety Plan 2018-22
- Implemented our Digital and Communication Strategies
- Signed up to Scotland's Digital Participation Charter
- Improved and developed digital access to a number of employees for those who do not have access to DCC network
- Introduced new and revised policies and procedures for employees. Examples of these are - Flexible Working, Promoting Health and Attendance and Whistleblowing
- Trained 1,050 employees specifically in equality issues
- Enhanced our Employee Benefits scheme
- Held 2 successful Health and Safety weeks 'It's OK not to feel OK' which included support for employees through activities and events.

#### 4.4.7 Developing Our People

The Council is committed to developing and training our employees as the modernisation agenda continues. We provide a substantial amount of statutory and essential training and qualifications to ensure public safety and a healthy 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 to progress into other roles.

Other highlights in developing our people include:-

- Introduced the MyLearn training data base
- Received two 'excellent' external reports from the Scottish Qualifications Authority
- Reviewed our 3 SVQ Centres and streamlined them into one
- Delivered 900 face to face training and learning events
- 1,228 employees completed Protecting People related courses
- 16,553 e-learning modules were completed
- 135 Health and Safety Courses were delivered – 99% of employees have now completed Fire Safety courses
- Implemented a professional and personal development process to support career progression and enhance our succession planning approaches.

#### 4.4.8 Developing Our Leadership

Investing in Leadership development is crucial as we move on with an ambitious programme for Dundee City and the wider Tayside 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
- Adaptive Leadership programme delivered with 44 participants
- 151 employees studied for leadership accredited and academic qualifications
- 34 employees completed level 2 Institute of Leadership and Management Award level 2
- 7 'How to have a coaching conversation' courses run
- 400 employees completed 57 Leadership e-learning modules
- 230 managers participated in Employee Performance and Development Review and 'How to have a Coaching Conversation' training

There are many more examples where teams and individuals are taking responsibility for their own learning relating to their professional and leadership roles where specific leadership qualifications are also aligned with the professional discipline and regulatory requirements.

#### **4.5 IMPLEMENTATION PLAN**

The *Our People Strategy* 2016 implementation plan has been monitored through the Pentana performance management system. We are also required to be monitored by external agencies in services where there are regulated and registered services and employees. There have been significant successes, examples of excellent practice and improvements as a result of the implementation of the plan. Our workforce continues to be motivated to develop and deliver quality services on behalf of the Council. 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. 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. CONSULTATIONS**

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

#### **7. BACKGROUND PAPERS**

NONE

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

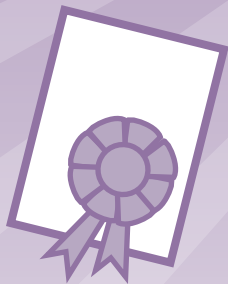
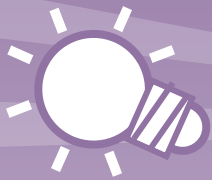
**DATE: 7 January 2019**

# Our People

Strategy in Action

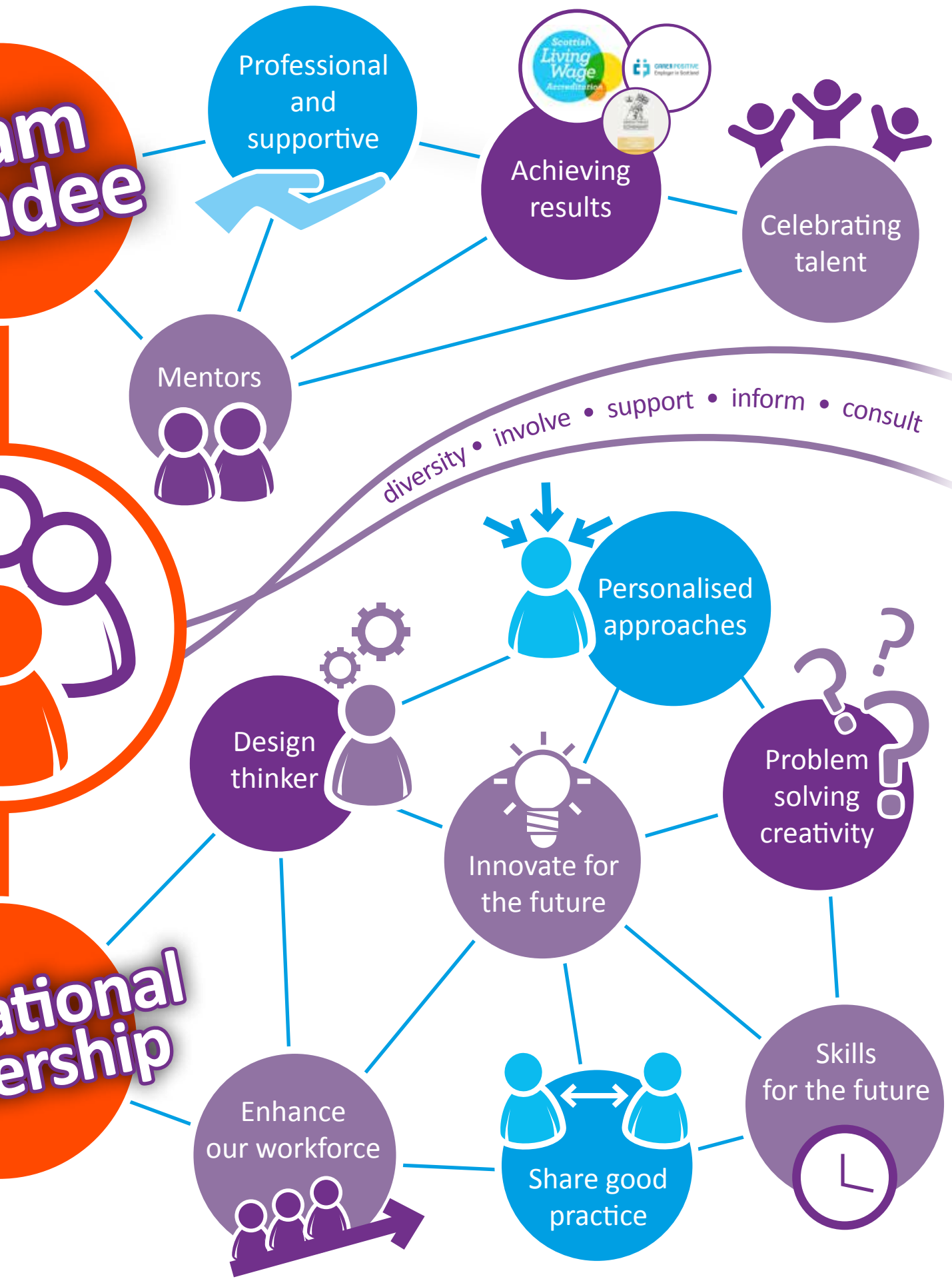
Update Report January 2019

integrity • respect • openness • fairness • engage • transparency



diversity • involve • support • inform • consult







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# Foreword

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Welcome to our second 'Our People Strategy' (OPS) Update Report 2019. The last 18 months have been very eventful, full of opportunity, innovation and challenges. I am pleased to report that we have continued to make progress on the implementation of OPS action plan.

The highlights detailed in this report are -

Employability and a continued focus on creating opportunities for our young workforce; Health and Wellbeing policy and practice developments and the start of the introduction and implementation of the Health and Wellbeing Framework developed with the trade unions.

Positive steps forward in digitally enabling our workforce, specifically our employees without email accounts thus bringing the Digital Strategy alive.

A new Health and Safety Plan has been developed to be implemented over 2018 - 2022 with the Annual Health and Safety Report for 2017/18 showing further improvements in our health and safety culture.

Leadership development and workforce planning continues to embed together with our performance management abilities. This report is a great example of how using the Pentana measurement tool, we can monitor and show our progress and areas for development much more easily.

Support for our workforce continues with the Fair Work Charter and a Carers network with events set up and finally, following external inspection and our own internal self-evaluation, an emerging transformational Protecting People programme is emerging as we work together to ensure our most vulnerable citizens are safe and secure.

I commend this report to you and thank you for all your contributions and focused hard work by making a positive difference for the citizens of Dundee. Looking forward, 2019 is a year of even more opportunity with the waterfront regeneration coming to life particularly the opening of the V&A Museum of Design.

Team Dundee - Proud of what we do!

**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.

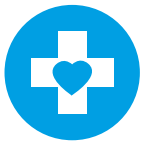
Our People Strategy is built around 4 key themes: **Equality, Diversity and Fairness, Enhancing Leadership, Managing Our People** and **Developing Our People** and are framed to meet our Council and partnership priorities:



Children & Families



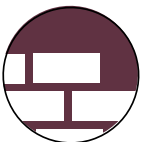
Work & Enterprise



Health, Care & Wellbeing

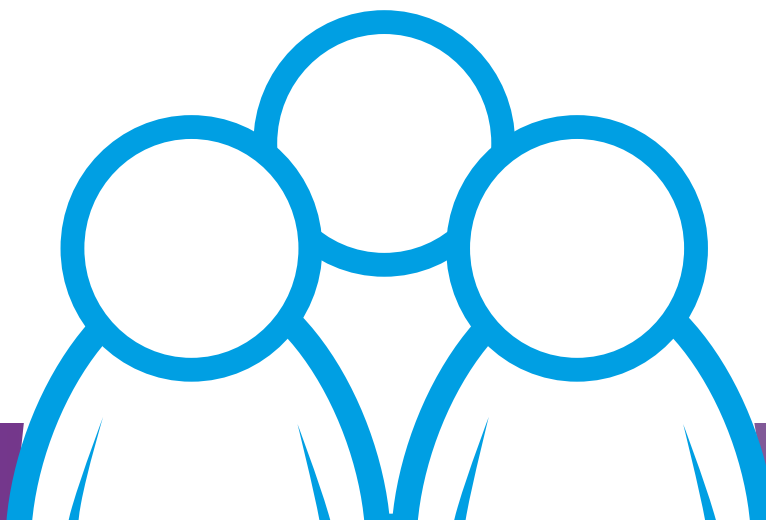


Community Safety & Justice



Building Stronger Communities

This update of our People Strategy highlights developments and achievements over the last 18 months and informs you of future actions for the year ahead. We have continued to act on your key messages from the Employee Survey and number of the actions outlined in this report reflect your views.



Our Council employs around 7,000 employees.

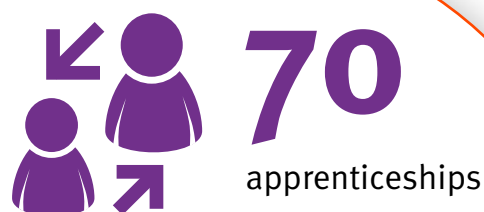
Service	Total
Chief Executives	42
Children and Families Service	3212
City Development	349
Corporate Services	862
Dundee Health and Social Care Partnership	1118
Environment (Construction)	364
Neighbourhood Services	1000
<b>Total</b>	<b>6947</b>

We value and appreciate our diverse and talented workforce which reflects the diversity in our communities in Dundee. Building on previous work, we are progressing our approaches to identifying our talent and our future workforce requirements by investing in succession planning and flexible and mobile opportunities to support you in your role and career. Your role in transforming services is crucial. These approaches have been made possible following the conversations that we have had with you about how we can do things more effectively together, connecting your ideas with robust workforce data.

You can find out more information about our workforce profile at [www.dundecity.gov.uk/sites/default/files/publications/mainstreaming2017.pdf](http://www.dundecity.gov.uk/sites/default/files/publications/mainstreaming2017.pdf)

## Developing the Young Workforce

There have been some exciting initiatives to recruit and develop opportunities for young people to assist us in rebalancing our employee profile and planning our future workforce, alongside creating opportunities for our wider workforce. Last year the Council committed to offering an additional 50 new work placement opportunities. We exceeded this number and supported a wide range of work placements, apprenticeships and employment in the Council, in partnership with Dundee employers and across the Tay Cities Region. We currently have 70 young people undertaking an apprenticeship programme, 10 undertaking a graduate apprenticeship programme, 12 work experience graduates and 4 graduate trainees. In the Council, our employability programmes for young people have been successful in securing employment, training or help to move into further education. There has been huge investment in additional Early Year Practitioners and Foundation Apprenticeships with vocational routes becoming embedded into the Senior Phase in schools successfully, leading on to more employment opportunities for young people. Apprentice Ambassadors from the Council have joined others in Tayside to promote Modern Apprenticeships in schools and our mentoring partnerships for young people, 'Breakthrough Dundee' and 'Career Ready' are strengthening as the programmes mature.





10

Graduate Apprentices



In the last year we have successfully developed and put in place a new and distinct service for young people to support employment and training following consultation with them. We now have a 'Discover Work Service' located in the city centre.

We have been involved in very creative projects to support young people in the world of work particularly in improving opportunities for young people from diverse backgrounds. We have worked with our partners to offer employment opportunities across the City including in key Waterfront developments such as retail, restaurants and hotels. We have also run our first regional EmployabiliTAY programme which was modelled in Dundee and rolled out across Angus and Perth and Kinross. Employability partners have developed locality responses to support adults into employment with Hubs in the north, east and west of the city.

## EmployabiliTAY Programme

The EmployabiliTAY programme is a bespoke employability skills course, developed in partnership with local employers and the Discover Work Service to provide unemployed people with the skills required to support them into employment. This 3 week programme covers the following elements;

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Housing Advice</li><li>• Money Advice</li><li>• Mental Health Support</li></ul> | <ul style="list-style-type: none"><li>• Promoting a Growth Mindset</li><li>• Employability Skills</li><li>• A range of specific courses</li></ul> |
|---|---|

The course has helped me in so many different elements of my life, I am more confident and feel that I'm finally in control of my life.

Tailored provision is integrated into the existing EmployabiliTAY programme that supports participants into work by not only improving their employability skills but also helping them to address any personal barriers that might prevent them moving into work.

Partners from Housing, Criminal Justice, Health and Money Advice provide information and advice and where required offer 1:1 support to help participants to deal with any issues impacting on their ability to move into work.



### Views from young people supported by the Council

My experience working within the council has been inspiring.

I am enjoying work, every day is a learning day!

Responsibility and trust is a major thing I have been given while here in the council.

## Career Development

We know that there is huge enthusiasm amongst our employees for more career development or ‘stretch projects’ to support you in your current role or to progress your 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. We will be delivering workshops on Succession Planning and Mentoring throughout 2019 so look out for the dates on MyLearn.

- We held **26** focus groups and engagement events with **260** employees and our stakeholders, listening to their views and taking action. These covered actions from our employee survey, succession planning and career development ideas, Employability and mentoring.
- We supported ongoing engagement events led by our strategic planning groups in the Health and Social Care and Employability Partnerships.





## Listening to Our People

Following the most recent Employee Survey each service area invited employees to take part in a focus group to have further dialogue about the survey results and look into possible causes of the issues highlighted. The groups were well attended and there was a lot of positive discussion. Those discussions provided invaluable information and ideas to form action plans for each service area. There were also some common themes and ideas across the service areas and these have been included in a corporate action plan.

Since then, we have been implementing and developing the actions identified. Some things have been delivered quickly and others are work in progress. The identified actions enabled us to make progress with our key strategies - **Our People Strategy**, the **Digital Strategy** and the **Communication Strategy**.

### New Communication Strategy

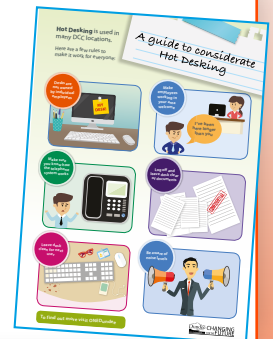
Feedback provided in the Employee Survey has helped shape the council's new **Communication Strategy for 2018-21**. One of the key principles of the strategy is putting just as much importance on communicating with our own workforce as we do with citizens and external stakeholders. We'll endeavour to ensure that you hear about issues that affect you, your service and the broader council.



### Hot Desking

Hot desking is an important part of our drive to work more flexibly and make best use of our workspace. It also encourages networking and collaboration between colleagues. We've received some really useful feedback from members of our workforce about ways to make this operate more smoothly and ensure everyone feels welcomed and comfortable in their working environment.

**A guide to considerate hot desking** and clear workstation is available.



### Digital Strategy

There is significant and exciting work underway with the introduction of the **Digital Strategy**. A large part of this strategy is concentrating on supporting a digital workforce.





## A Skilled and Empowered Digital Workforce

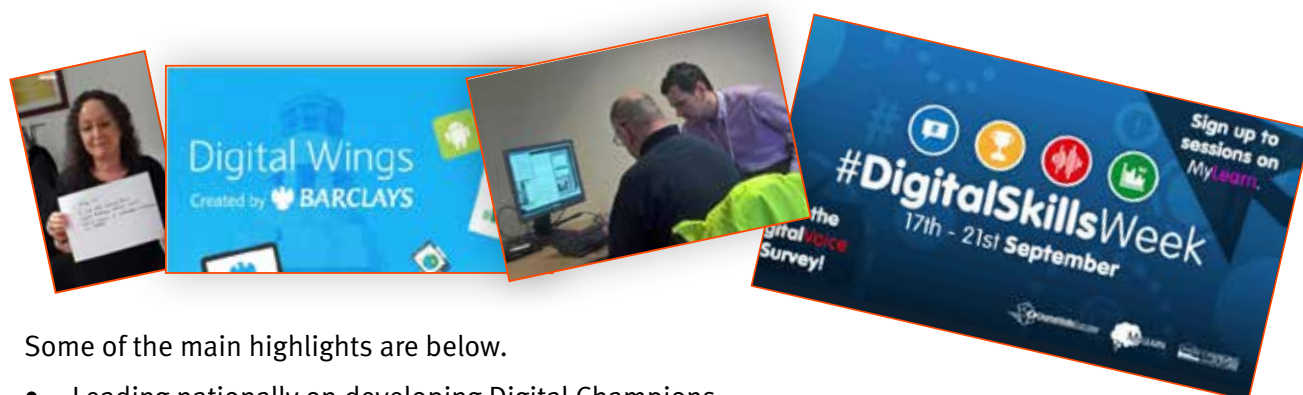
The Council's Digital Strategy (2017) has clear aims to ensure that there is a digital focus and embed a digital culture within our workforce. We recognise that in order to achieve these aims we need to ensure all employees are comfortable with current and emerging technologies and have the necessary skills in order to support their digital citizens.

Our employees are being encouraged to actively increase knowledge by pursuing what technology can achieve for their service rather than just passively using the tools and technology provided.

There has been fantastic enthusiasm from you to be actively involved in many of the digital developments and these are set to grow as we learn more from each other, ensuring that all our employees have the digital tools to do their jobs, no matter what their role or work location.



We are involved nationally in the digital workforce initiatives and have signed up to the Scotland's Digital Participation Charter.



Some of the main highlights are below.

- Leading nationally on developing Digital Champions
- Recruited Digital Champions from across our own workforce
- Digital skills sessions have been rolled out
- Introduced remote access to MyView for employees who don't have access to a computer
- Held a Digital Skills week
- Barclay's Digital Wings was launched
- Essential online digital skills survey completed with an amazing **906** responses from our employees!

We will have the results soon to plan for more exciting developments.



If you are interested in being a Digital Champion or be involved in developing Digital Skills, please contact the Learning and Organisational Development Service. [learning.workforcedevelopment@dundecity.gov.uk](mailto:learning.workforcedevelopment@dundecity.gov.uk)



## Inspiring Achievements

Our employees go the extra mile to provide excellent services sometimes in sensitive and complex circumstances. Team work, commitment and professionalism is demonstrated every day. How you carry out your work creatively is instrumental to the Council and teams achieving prestigious national, local and internal awards. Your passion for transforming services to be the best is recognised at every level. The last 18 months has seen unprecedented awards and accolades.



Scottish Property Awards for City Regeneration Project of the Year



Energy Efficiency Awards 'Council of the Year'



Living Wage Champion Award for Local Authority Leadership



COSLA Excellence Chairman's Award Welfare Rights Advisors in GP surgeries



Best Service Team of the Year Highways, Winter Maintenance



Double Gold! COSLA Excellence Awards for 'Dundee Decides' and Getting Ready for Work Team.

### Other awards include:

- SASW, Social Work Awards Special Recognition Award Children with Disabilities Team
- The Commercial Legal team - SOLAR Award support the waterfront.
- Scottish Transport Awards Excellence in Innovation – Chief Executive's
- Scotland Women in Technology Awards – Teachers, Jill Sim Rosebank Primary and Kelly McDonald Harris Academy.
- COSLA Excellence Silver Award – The Corner 'Support U'
- Beautiful Scotland Award for the Food and Flower Festival
- GO Procurement Awards Dundee's electric vehicle charging infrastructure
- COSLA Excellence Bronze Awards for Family Fresh Air Club and Earth Hour



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

Our Outstanding Service and Commitment Awards recognise and celebrate the excellent work of teams across the council. The dedication and enthusiasm by these teams to make a positive difference for citizens in Dundee is commendable. In the last two award ceremonies there were an astounding 92 nominations covering all service areas, highlighting the diverse range of services we deliver in Dundee. The 3 finalists in each category were invited to the award ceremony in the Invercarse Hotel where the winning teams were presented with their awards.

### 2018 OSCA's Winners



Carer's Partnership



Community Living



Craigie High



Dundee Decides



Earth Hour



Family Placement



Flower and Food Festival



Humanitarian Protection Team



My Dundee



Equality, Diversity and Fairness continues to underpin everything we do. It is through having an engaged, skilled, motivated and diverse workforce that we will realise our ambitions to provide excellent services and achieve positive outcomes for the city. We value the positive and constructive relationship we have with trade unions and will work with you and significantly the trade unions to ensure our employees have fair work.

The Council signed the Fair Work Charter in June 2018 which will ensure:

- An effective voice for our employees;
- Opportunities
- Security of employment
- Fulfilment in the workplace
- Respect






In adopting the Charter, Dundee City Council aims to lead by example. We will use our influence to encourage other employers in the City to deliver similar Work Charters to demonstrate their commitment to tackling inequalities, in the same way as we have encouraged other local employers to adopt the Living Wage. Our recent efforts were recognised when we won the UK- wide Local Authority Leadership Award from the Living Wage Foundation.

diversity • involve • support • inform • consult

**In the last year we have also:**

- ✓ Continued to work in partnership with the Trade Unions and Services
- ✓ Introduced new and revised policies and procedures for employees
  - flexible working    ○ promoting health and attendance    ○ flexible retirement
  - creating a smoke free environment    ○ whistleblowing

	<b>Substance use, Stigma, and Supporting Recovery</b>	<b>73</b> participants	<b>5</b> sessions
	<b>Mind Yer Heid Plus</b>	<b>50</b> participants	<b>5</b> sessions
	<b>Poverty Sensitive Practice</b>	<b>92</b> participants	<b>9</b> sessions
	<b>Health Inequalities and Prevention</b>	<b>837</b> participants	<b>61</b> sessions

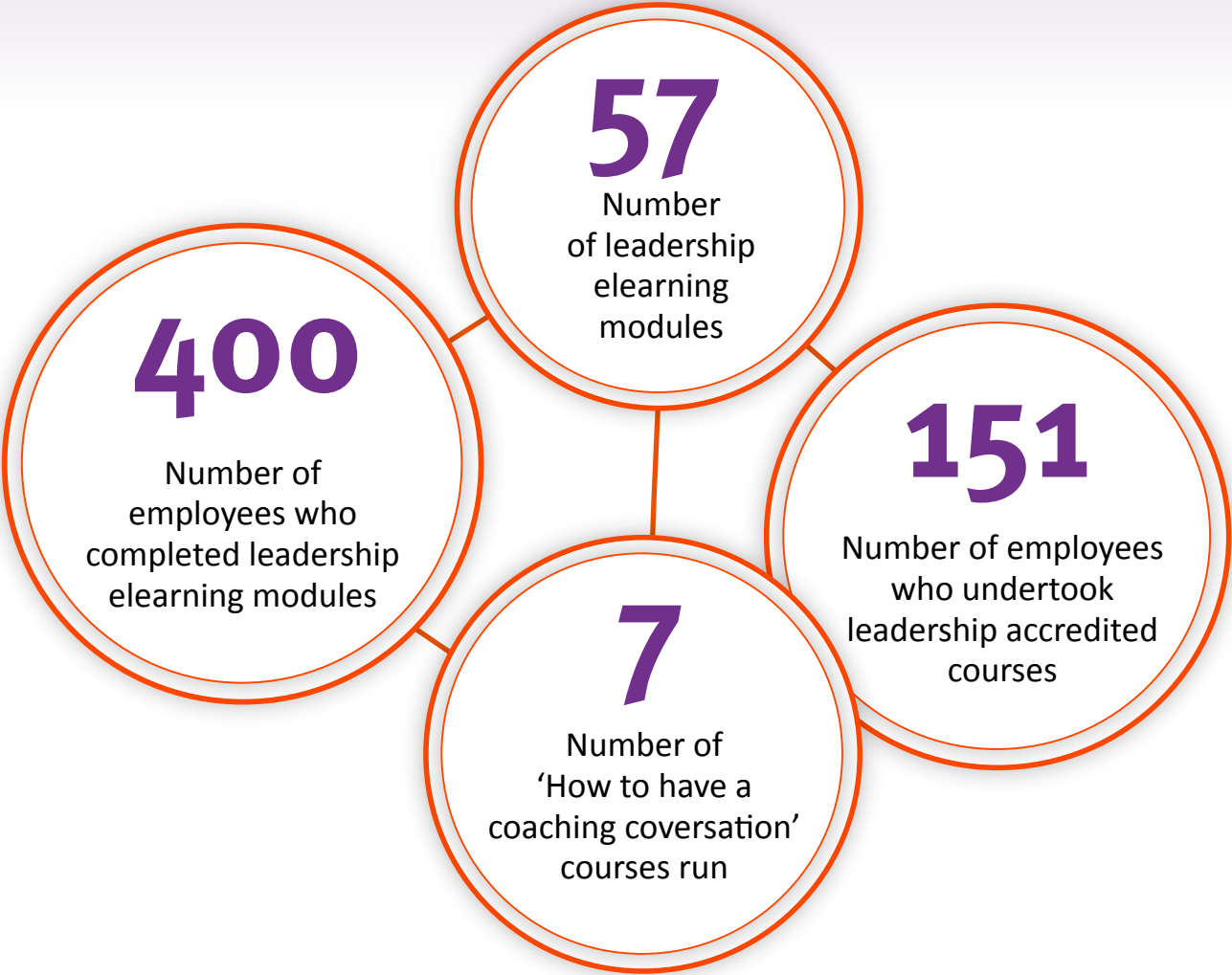
- ✓ Our two Health and Safety weeks were a big success, with lots of people turning out at the activities and events on offer. Sessions covered everything from mindfulness to work-life balance and dance to managing traumatic stress. We need to remember the theme, It's OK Not To Feel OK, applies all year round, not just for a week of activities. Support is always available to anyone who wants to talk about their mental health and general wellbeing.



Our workforce in the future will need to shape and deliver public services differently, whether that is from a single agency perspective or across a number of internal and external collaborations. The skill sets required will be dynamic and interchangeable across services and sectors.

Leadership opportunities are wide-ranging in the Council to suit the needs of aspirational leaders and those currently in a formal management and leadership role. We have developed new tools and revised existing opportunities for Leaders across the Council and our partnerships.

There are a variety of undergraduate and postgraduate qualifications in Leadership available to employees and managers.





## Leading in Design

Dundee is a city using design principles to innovate in services. These are being embraced by teams and individuals in the Council at all levels.

In 2017 we participated in the first Design Academy of its kind in partnership with Dundee and Angus College with 7 new people achieving the Professional Award in Service Design. Many of our employees also contributed to the first global Gov Jam in Dundee using design principles. The ideas generated were then introduced to the workplace to look at things differently, improving services and outcomes for people.

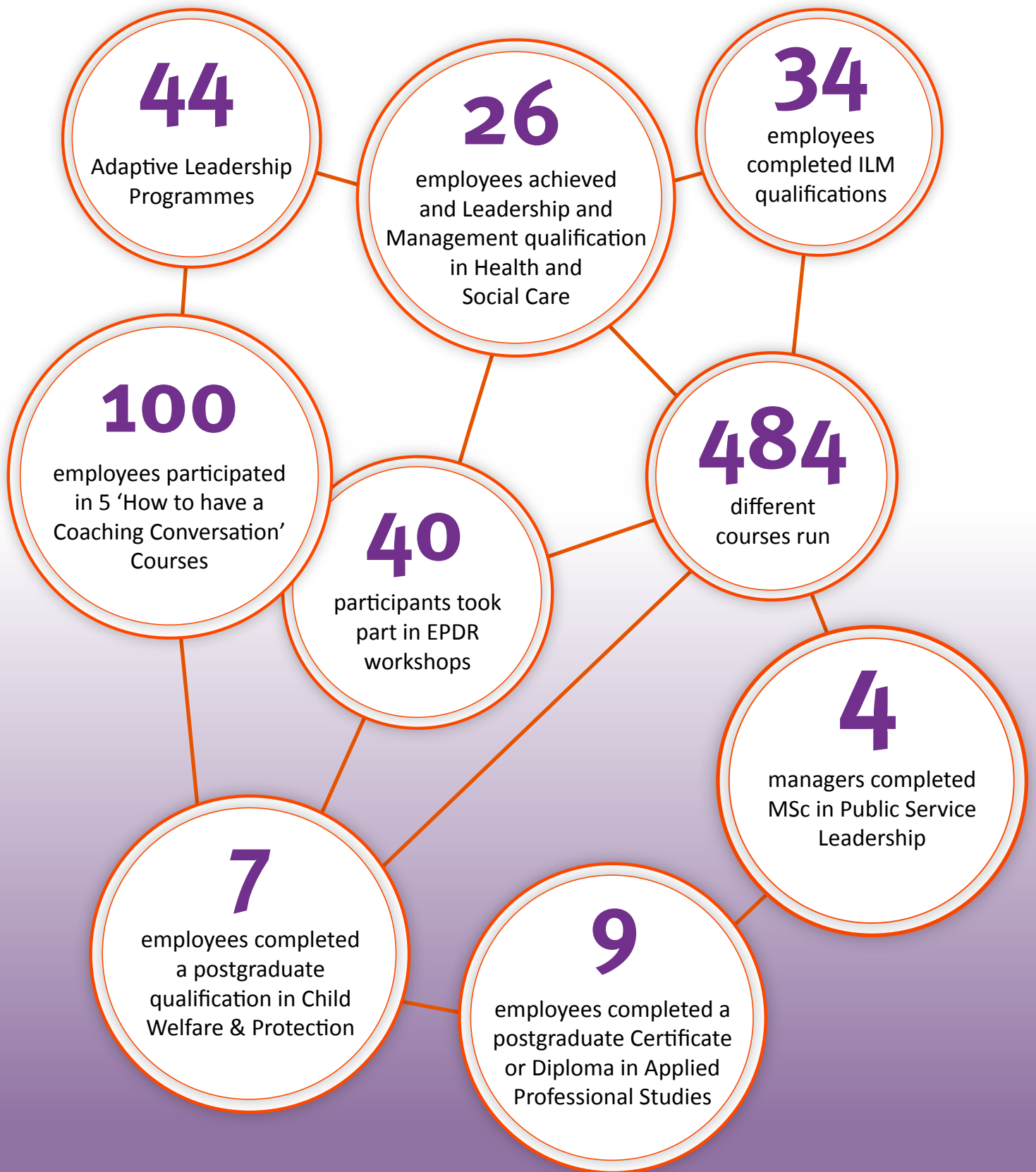


Our Senior Leadership Conferences focused on Inclusive Growth, Reducing Inequalities in Dundee exploring the progress of the Fairness Commission work in Dundee and the contribution we have made as a Council to reduce inequality. We also focused on Succession Planning where the leadership group developed approaches to address workforce challenges ahead and explore career and succession planning opportunities for our workforce in response to our demographic analysis and the results of the employee survey.



The latest Leadership Conference focused on the importance of leadership in Protecting People in Dundee, leading to setting the scene for the partnership campaign 'If Not You...Who?'

Throughout 2018 there were many individual and team achievements



The Council continues to be ambitious to create and maintain an excellent work environment which gives employees access to work that is as fulfilling as it can be. The design of tasks, the working environment and employment conditions are aligned to the skills, talents and aspirations of employees and expectations to respond effectively to the needs and aspirations of the Citizens of Dundee.

The Council has introduced our **Employee Health and Wellbeing Framework**. The development of a strategic approach to health and wellbeing in the workplace supports the delivery of Our People Strategy and Our People Charter and demonstrates its key principles in practice. The development of the framework and plan was done in close partnership with the Trade Unions. We recognise that our employees are from a range of backgrounds with different cultures, beliefs, abilities and sexual orientations and is designed to be inclusive of every employee.

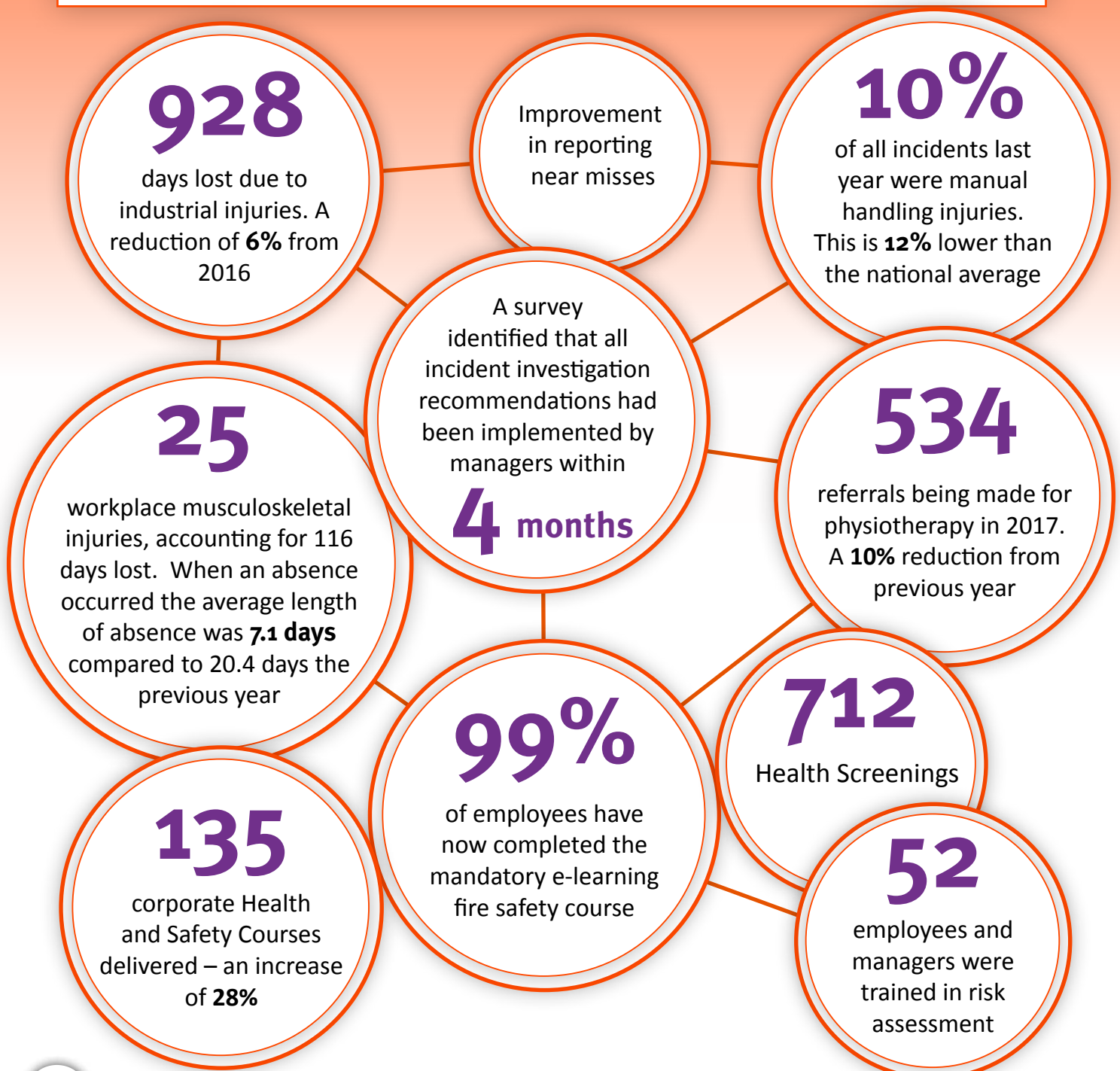
#### **The Employee Health and Wellbeing Framework aims to:-**

- Create a **safe and healthy working environment and culture**
- **Develop resilience** within our culture to improve physical, mental and emotional wellbeing of employees
- Encourage and **support employees to maintain and develop a healthy lifestyle**
- Positively and constructively support and enable our employees with health issues to **maintain attendance at work**
- **Improve employee satisfaction, recruitment and retention.**

We continue to work with our Occupational Health provider and the Trade Unions to improve attendance rates. In 2017/18, 50% of employees had no absence which is a 5% improvement on 2016. 7,626 days were attributed to numbers of employee absence which is an improvement on 2016. However, the average absence length slightly increased to 8.89 fte days an increase of 0.5. Supported by Human Resources and Business Support, all service areas are analysing their data to look at trends, seeking to ensure that the correct support is provided to prevent absence but to also ensure individuals are both encouraged and supported to return to work as quickly as possible.

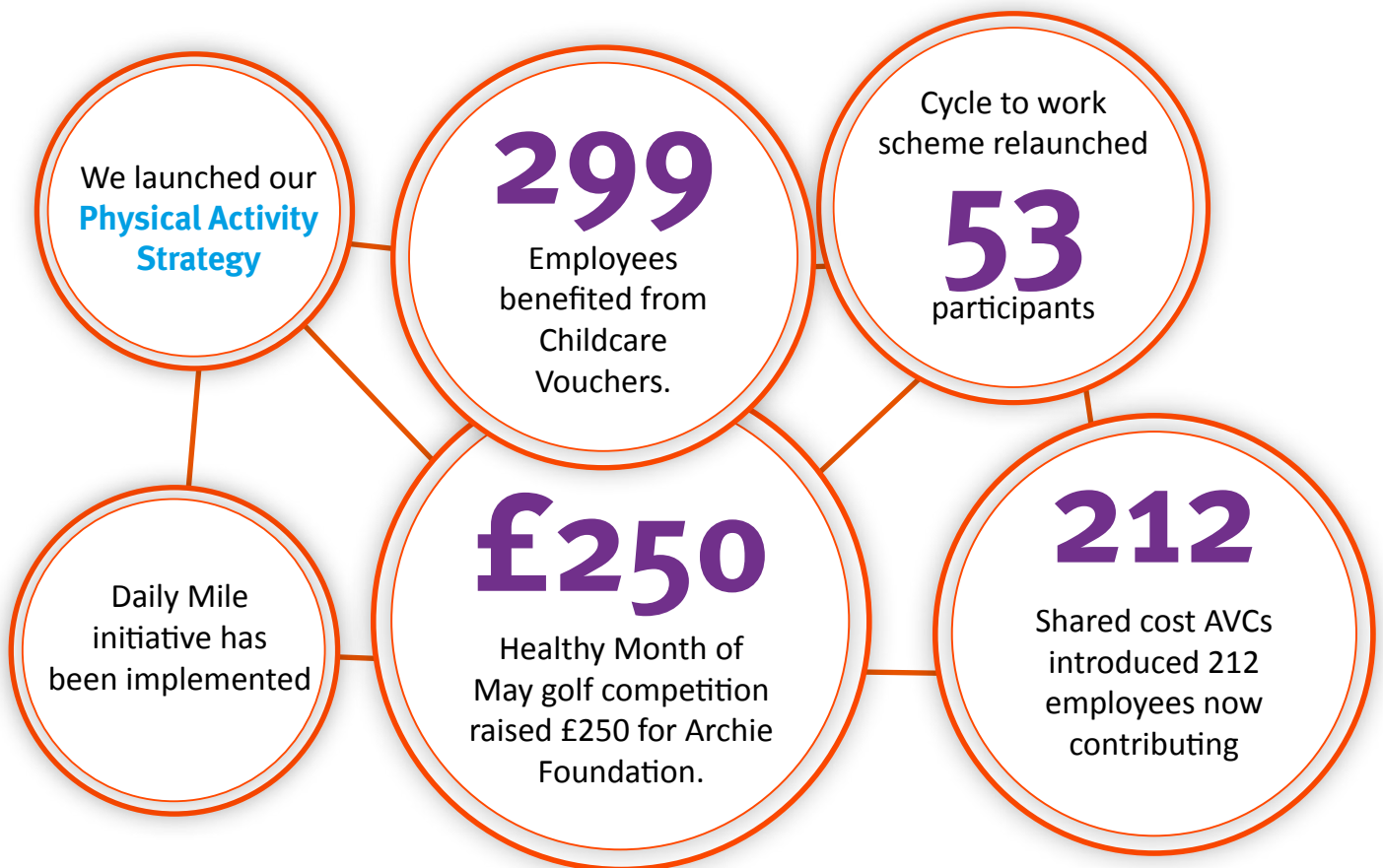


There are a number of effective policies, procedures and plans in place to support the Employee Health and Wellbeing Framework. The 2017/18 **Health and Safety Plan** update reflects the current health and safety culture in the organisation and highlights a number of achievements that can only be achieved by managers and employees working co-operatively to minimise and reduce health and safety risks. There are a number of improvements that were achieved over the past year.



We have revised and introduced our 'Policy on promoting health and attendance'.

At least 50% of Services have achieved a Healthy Working Lives award and throughout the year there have been many activities to support this initiative for the wellbeing of our employees including organised walks, exercise initiatives, healthy eating, awareness raising sessions about certain health conditions and lifestyle improvements.



We have introduced Mental Health and Wellbeing workshops for employees and so far these have been highly commended. 80 employees have attended and more workshops will run in 2019.

Last year the Council achieved the Carer's positive award at the '**Engaged**' and '**Established**' level. The award incorporates 3 levels from '**engaged**' to '**established**' through to 'exemplary'. Carer Positive aims to encourage employers to create a supportive working environment for carers in the workplace. The Carer positive award is presented to employers in Scotland who have a working environment where carers are valued and supported. We now have a carer's network in the Council to support employees who have caring responsibilities. We will be working hard to achieve the highest level of the Carer's Positive Award '**Exemplary**' in 2019.

Innovation is crucial to the continuing success of our Council. This is why investing in the development of our people is a priority. Future public services will require a flexible and agile workforce who are ambitious to work in new ways and find solutions which are co-produced with the communities and the citizens of Dundee.

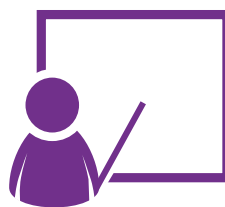
Our People and Digital Strategies underpin what our future workforce skills, behaviours, professional expertise and technical abilities will be to meet the changing needs and result in positive outcomes for our citizens. In our 2016 Employee Survey, career progression and employee development were regarded as very important.

To develop our current workforce for the future, we have engaged considerably with employees by carrying out workshops and focus groups to ask their views about career routes, digital solutions for improvement and used service design approaches to influence service change.

We implemented the Personal and Professional Development Fund to increase access to development opportunities for our employees which would enhance roles and support career progression. In 2017 we supported **37** accredited qualifications across the Council through the fund with employees contributing part of the funding. Examples of these are:

- ✓ Postgraduate Child Welfare and Protection
- ✓ Postgraduate Adult Support and Protection
- ✓ Master of Education Inclusive Practice
- ✓ Chartered Institute of Housing Level 3/4
- ✓ Postgraduate Housing Studies
- ✓ Professional Development Award in Supervision





**900**  
training courses  
were organised

Leadership and professional specific qualifications have been successfully linked to the qualifications and job requirements of employees. We have continued to modernise our Learning and Organisational Development priorities in line with the Council and City Plans. We will continue to foster a culture of support and development for our employees to fulfil their personal and career aspirations to meet the best outcomes for the Citizens of Dundee.

- ✓ Implemented the MyLearn Training data base and further developments are underway
- ✓ Implemented the new Work Placement system
- ✓ Started rolling out the digital skills action plan
- ✓ Updated induction programmes
- ✓ 1,228 employees completed Protecting People related courses
- ✓ Received 2 excellent reports for our SVQ centre from the Scottish Qualifications Authority

**Our Strategy in Action** will continue to monitor the implementation of Our People Strategy. We will promote and embed a learning culture to ensure that our People fulfil their potential to improve outcomes and to deliver the highest quality services in the City and across our partnerships.

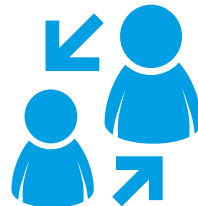
# Our Statistics

# 8



## 86

new work experience opportunities



## 70

apprenticeships



## 26

Focus groups and engagement events



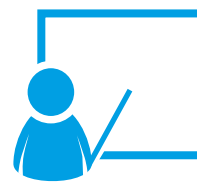
## 260

Employees and stakeholders attended the focus groups and engagement events



## 92

OSCAs nominations



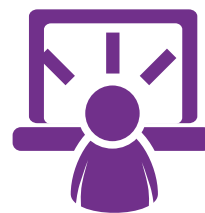
## 900

training courses were organised



## 16,553

employees completed e-learning modules



## 400

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**