

REPORT TO: POLICY AND RESOURCES COMMITTEE - 5 DECEMBER 2022

REPORT ON: OUR PEOPLE STRATEGY 2022-2027

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 288-2022

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to present Dundee City Council's Our People Strategy 2022-2027.

2.0 RECOMMENDATIONS

The Committee is asked to approve the Our People Strategy.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no budget implications identified in the implementation in this strategy.

4.0 BACKGROUND

4.1 The Council is committed to producing a People Strategy every 3 years. The 2019-2022 Our People Strategy spanned the pandemic and is now ready for renewal. Following the pandemic, many actions were accelerated where new working practices emerged resulting in a complete refresh and modernisation of our strategic approach for our future workforce.

4.2 Key benefits of Our People strategy 2019-2022 realised were:

- Improved employee engagement
- Greater measurement, availability and transparency of workforce data
- Agility, flexibility and responsiveness of our workforce
- Increased opportunities for our workforce to develop
- Better outcomes for Modern Apprentices and internal graduate career progression
- New leadership programmes e.g. Leading Team Dundee
- Improved digital and communication skills

4.3 The Our People Strategy 2022-2025 (appendix 1) illustrates the different strands of how the Council will support our future workforce to deliver quality outcomes for the citizens of Dundee. Employee Performance, Development and Engagement will be crucial enablers to ensure that Our People strategy is realised, underpinned by our shared values. Our City and Council Plans set out our ambitions and priorities for the next five years and beyond. Aligning our People Strategy with the Council's strategic, aims and priorities ensures that outcomes are consistent and values driven.

4.4 Taking care of our workforce and their well-being, trust and engagement, new working patterns, faster decision making, and fostering the team effort (we all have a contribution to make); have proven to be the key elements of our success, resulting in workforce sense of purpose, motivation, increased innovation and productivity valued by employees. To build on this we will introduce Quality Conversations with individuals and teams with their managers, continue to ensure that leadership is enhanced and developed, engage with the workforce meaningfully in a number of ways using surveys including digitally using the themes and positive values outlined in the strategy to measure employee satisfaction and continuous improvement.

4.5 The Our People strategy has been developed following significant and changing circumstances in the last 2 years. Key elements of Our People Strategy are in response to the circumstances that most organisations have arrived at post pandemic, e.g. digital improvement, challenges around recruitment

to key posts, different working patterns including greater flexibility and the employer offer in a competitive environment and the retention of our talent to support workforce change. It is therefore framed around the positive employee experience.

4.6 The employee experience is built around the perspective of the employee – a positive journey in their employment and great all-round experience and builds in the critical factors for excellent workforce practice and strategic workforce planning. These are below:



4.6 It is important to ensure that our workforce deliver services confidently, competently, with the right skills, knowledge and values. Our agreed values for our workforce are:

- To be Open and Honest
- To be Fair and Inclusive
- To be Always be Learning
- To be Innovative and Transforming

5.0 POLICY IMPLICATIONS

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.

6.0 CONSULTATIONS

The Council Leadership Team and Trade Unions were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

Date: 21 November 2022

Our People Strategy 2022-2027

Shaping Our Future -
Delivering for Dundee

Best Organisation

BE
AMBITIOUS
INNOVATIVE
FLEXIBLE
ENGAGED
DUNDEE

We have a Bold and Ambitious Culture.

LEADERSHIP

LEADING TEAM DUNDEE

Our managers & leaders are competent & values driven
 Work well with partners & values driven

Best Employee Experience

Work with us and you will get:

We attract and recruit the best talent

- A warm welcome
- A fair & inclusive recruitment & selection process
- A quality Induction to get you started
- Competitive pay, benefits & reward package



A Great All Round Experience

Your wellbeing supported

Valued for what you do in making a difference



Excellent career pathways and progression opportunities

- Support your ambition & career choices
- Opportunities to work in Agile & flexible ways
- Professional qualifications
- Recognition & reward for the great work you do



We appreciate your commitment & dedication

- Well designed job role
- Modern workplace practices
- Compassionate & supportive teams & colleagues
- Strong partnerships with others including Trade Unions
- Positive 'can do' people

We provide outstanding development

- Opportunities to grow & develop in a variety of ways
- Clear job role & expectations
- Personal & Professional Development



Coaching and mentoring

Embracing digital seeking solutions

Great team culture & collaboration

Listening and acting

Be innovative and transforming

- Encourage curiosity
- Open to suggestions and change
- Share new ideas, thinking and practice
- Be evidenced based in our decisions

Living our Values:

Be open and honest

- Develop our talent
- Have a full engagement with our workforce
- Encourage feedback
- Develop our workforce information & analytics to aid decision making
- Manage workforce change

Be fair and inclusive

- Promote diversity, inclusion and difference
- Provide an Employee Wellbeing Service
- Ensure healthy & safe working practices
- 2-way conversations encouraged
- Demonstrate respect & dignity

Be always learning

- Identify & deliver future skills
- Use Learning to improve our work
- Have Coaching Conversations
- Encourage reflective learning

Together we will:

Ensure Best Value

- Promote public value in our work
- Pay the Scottish Government Living Wage & Fair Pay structure
- Deliver on Service Plans
- Support Service Design and Workforce Planning

Work Proudly for Team Dundee

- Work closely with our city, region & national partners
- Deliver people services

Collaborate with Communities

- Create People Changes
- We need to deliver on our City Priorities:-
- Fairness & Equality and inclusive growth
- COVID Recovery & Beyond
- Climate Change
- Health & Wellbeing

Outcomes linked to Council/City Plan

What will our Success Look Like

Make a Difference

Quality conversations

Provide quality customer experience

Excellent communications

Open to new ideas

Focus on outcomes

Good use of our resources



DUNDEE CITY COUNCIL

OUR PEOPLE STRATEGY, SHAPING OUR FUTURE - DELIVERING FOR DUNDEE 2022 TO 2027

Best employee experience

We attract and recruit the best talent

- A warm welcome
- A fair and inclusive recruitment and selection process
- A quality induction to get you started
- Competitive pay, benefits and reward package

We provide outstanding development

- Opportunities to grow and develop in a number of ways
- Clear job role and expectations
- Personal and Professional Development

We appreciate your commitment and dedication

- Well Designed job role
- Modern workplace practices
- Compassionate and supportive teams and colleagues
- Strong partnerships with others including trade unions
- Positive 'can do' approach

Excellent career pathways and progression opportunities

- Support your ambition and career choices
- Development opportunities for leaders and managers
- Opportunities to work in agile and flexible ways
- Professional Qualifications
- Recognition and reward for the great work you do

LIVING OUR VALUES

Be open and Honest

- Develop our talent
- Have a full engagement with our workforce
- Encourage feedback
- Develop our workforce
- Information and analytics to aid decision making
- Manage workforce change

Be fair and inclusive

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Be always learning

- Identify and deliver future skills
- Use learning to improve our work
- Have coaching conversations
- Encourage reflective learning

Be innovative and Transforming

- Encourage curiosity
- Open to suggestions and change
- Share new ideas, thinking and practice
- Be evidenced based in our decisions

We have a Bold and Ambitious Culture - Be ambitious, innovative, flexible and engaged for Dundee

Together we will:

Ensure best Value:

- Promote public value in our work
- Pay the Scottish Government Living Wage and Fair Pay structure
- Deliver on Service Plans
- Support service design and workforce planning

Work proudly for Team Dundee

- Work closely with our city, regions and national partners
- Deliver people services

Collaborate with Communities

- Create People Changes we need to deliver on our City priorities:-
- Fairness and Equality and inclusive growth
- COVID recovery and beyond
- Climate Change
- Health and Well-being

TRANSFORMING DUNDEE

Leading Team Dundee

Make a difference

Our success will look like

How efficient, enterprising and the overall employees experience is for our workforce will be linked to the outcomes in Council plans.