

REPORT TO: POLICY AND RESOURCES COMMITTEE – 7 DECEMBER 2015

REPORT ON: 'OUR PEOPLE STRATEGY'

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 446-2015

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to seek approval from members to the implementation of 'Our People Strategy' 2015-18 and approve the immediate priorities outlined below for 2016/2017.

2.0 RECOMMENDATIONS:

2.1 It is recommended that:

Our People Strategy' (Appendix 1) is approved for implementation as a key part of our commitment to our workforce and which will underpin the immediate priorities for 2016/17 of:

- i. Implementation of the C4 – Change Programme projects;
- ii. Reviewing our terms and conditions of employment in consultation with the trade unions and ensuring a fair pay and grading structure;
- iii. Ensuring the Integrated Joint Board is supported, thus ensuring we meet the requirements of Health and Social Care Integration;
- iv. Increasing the numbers of young people under 25 in our workforce;
- v. The 'People Charter' is adopted to support our workforce to understand their rights and also responsibilities;
- vi. The 4 key themes of Equality, Diversity and Fairness; Enhancing our Leadership; Managing our People and Developing our People as outlined in the strategy are adopted and action plans and performance targets developed to monitor our progress; and
- vii. The Head of Human Resources and Business Support is authorised to lead, deliver and report on the progress of the implementation of 'Our People Strategy'.

3.0 FINANCIAL IMPLICATIONS

3.1 The financial implications of the recommendations outlined in this report cannot be quantified at this time.

The strategy and recommendations also underpin many of the savings arising from the Changing for the Future 4 programme and the workforce transformation that is required for it to succeed. The implementation of the strategy will lead to more effective workforce planning, deployment, fair and equitable terms and conditions and pay and grading structure.

4.0 MAIN TEXT

4.1 To realise our ambitions for the City of Dundee to continue to be an employer of choice, having a clear and agreed People Strategy in place is crucial to emphasising that Our People are our most valued and valuable asset. In addition, the Council remains committed to excellent public services, protecting jobs and avoiding compulsory redundancies where

possible. Commitment also remains to investing in and supporting employees through change, with an integrated range of activities which consult, engage, inform and develop individuals and teams to ensure that benefits are realised and to make our workforce sustainable.

- 4.2 In June of this year, the Policy and Resources Committee agreed the implementation of Report No, 216-2015 to realign the Council's management and service structures to the demands and priorities of the changing public sector landscape. It is therefore important to provide strategic direction for our current and future employees and support them to be resilient throughout current and future changes so that they are in the best position to deliver quality services for Dundee communities.

4.3 **TRENDS AND CHALLENGES**

There are many workforce trends and challenges. A clear and agreed People Strategy that seeks to maintain high levels of morale and commitment within our workforce is of particular importance to Dundee at the present time, given the challenges ahead. Some examples are:

- Demographic changes - ageing population and workforce;
- The young workforce agenda;
- Unemployment and poverty;
- Legislative imperatives;
- Financial challenges;
- Unprecedented pace and level of change;
- New and emerging technology;
- Working patterns and a need for greater flexibility and sustainability across the workforce.

4.4 **THEMES**

The People Strategy is framed around 4 key themes to ensure that we are building on the diversity of our workforce and Dundee citizens whilst ensuring a safe and healthy working life for all. These themes are:

- Equalities, Diversity and Fairness;
- Enhancing Leadership;
- Managing our People;
- Developing our People.

A People Charter has also been developed which is integral to the strategy and will act as key information for new and existing employees on their rights and responsibilities.

4.5 **THE STRATEGY SETS OUT HOW:**

- employees will be supported, sufficiently trained, qualified and experienced to deliver quality services in a changing public service environment;
- our current and future leaders will be developed to lead, motivate and encourage innovation and be effective, supportive and approachable;
- we will communicate our ambitions and intentions clearly to our workforce, identify our strengths in how we manage our workforce and address any gaps when we are modernising our services;
- we will modernise terms and conditions of employment and employee benefits and ensure they meet equality, workforce and the financial challenges ahead and to protect jobs.

Additionally, the strategy will underpin and assist us with our immediate priorities for 2016/17. These are:

- Implementation of the C4 – Change Programme projects;
- Reviewing our terms and conditions of employment and ensuring a fair pay and grading structure;
- Ensuring the Integrated Joint Board is supported, thus ensuring we meet the requirements of Health and Social Care Integration;

- Increasing the numbers of young people under 25 in our workforce.

The People Strategy will provide us with a baseline from which we can build on the high levels of commitment to excellence and positive outcomes for service users that already exist across the city council. It will assist us to make the right choices and plan and prioritise the right actions over the long, medium and short term.

5.0 POLICY IMPLICATIONS

5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

5.2 An Equality Impact Assessment is attached.

6.0 CONSULTATIONS

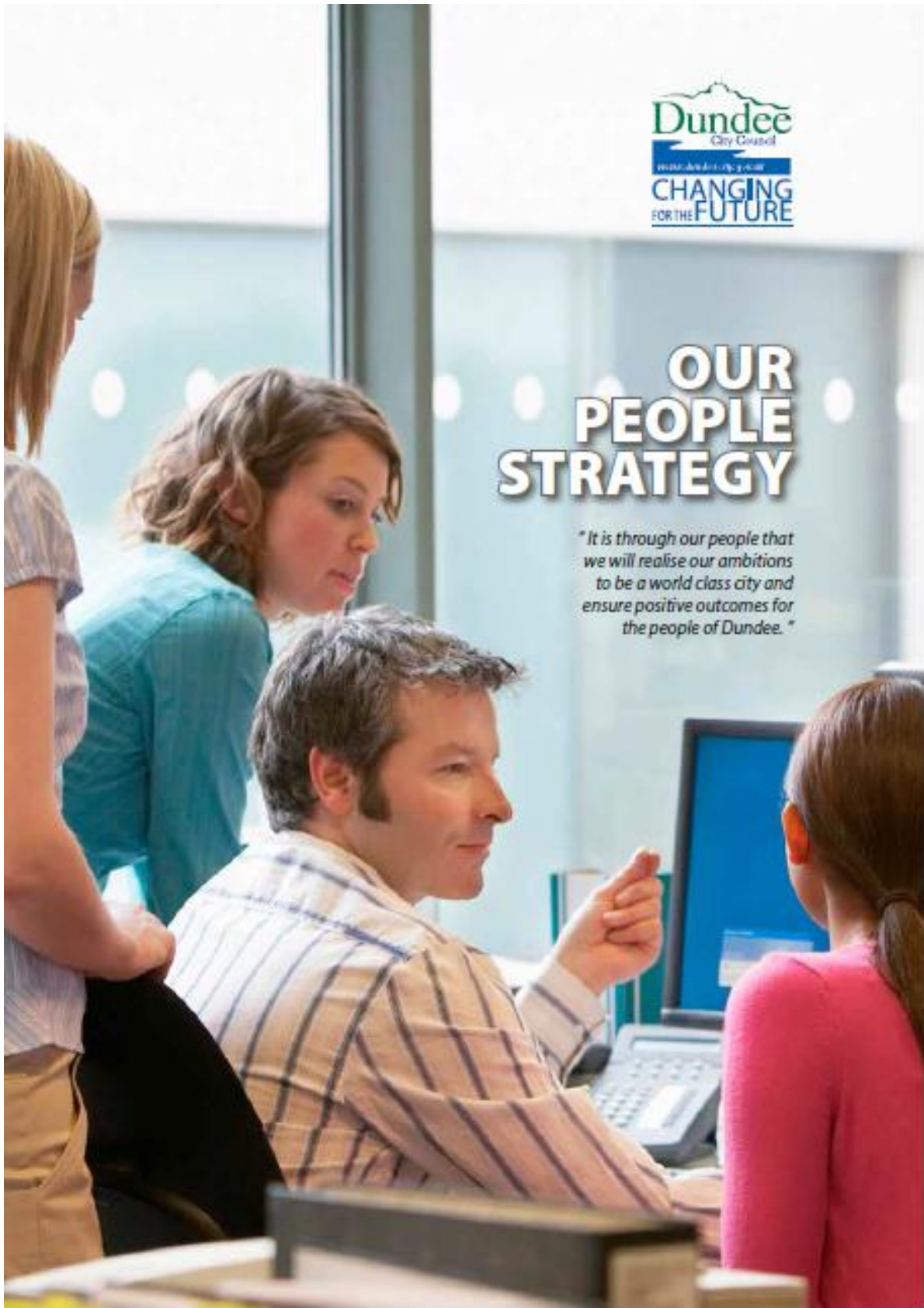
6.1 The Chief Executive, Council Management Team, and Trade Unions have been consulted.

7.0 BACKGROUND PAPERS

7.1 None.

Marjory M Stewart
Executive Director of Corporate Services

DATE: 24 November 2015



OUR PEOPLE STRATEGY

"It is through our people that we will realise our ambitions to be a world class city and ensure positive outcomes for the people of Dundee."

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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 approximately 7,500 employees. The demographic profile of the workforce indicates that we have an ageing population with over a third of our people over 50 years old, just under 5% 25 years old and under, 14% between 30 and 49 years old (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.

Employee Age Profile

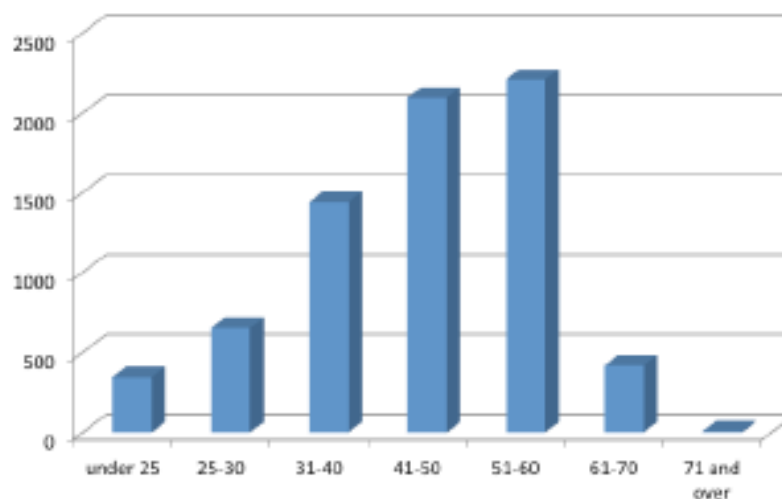


Fig 2

More narrative, more diagrams will be added on our pay gap and employee turnover.

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.



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 our all of our 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:

Janet Robertson
Head of HR & Business Support
Email: janet.robertson@dundee.gov.uk
Tel: 01382 433335

Designed by: www.dundee.gov.uk

EQUALITY IMPACT ASSESSMENT TOOL

Part 1: Description/Consultation

Is this a Rapid Equality Impact Assessment (RIAT)?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Is this a Full Equality Impact Assessment (EQIA)?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Date of Assessment: 11 November 2015	Committee Report Number: 446-2015	
Title of document being assessed: 'Our People Strategy'.		
1. This is a new policy, procedure, strategy or practice being assessed (If yes please check box) <input checked="" type="checkbox"/>	This is an existing policy, procedure, strategy or practice being assessed? (If yes please check box) <input type="checkbox"/>	
2. Please give a brief description of the policy, procedure, strategy or practice being assessed.	Introduction of an holistic people strategy with key themes which supports the workforce and outlines roles and responsibilities and terms and conditions	
3. What is the intended outcome of this policy, procedure, strategy or practice?	To provide clarity on workforce expectations; ensure equality and fairness, set leadership standards and support our employees	
4. Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.	Current terms and conditions of employment	
5. Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.	N/A	
6. Please give details of council officer involvement in this assessment. (e.g. names of officers consulted, dates of meetings etc)	Council Management Team consulted, September and October 2015	
7. Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy? (Example: if the impact on a community is not known what will you do to gather the information needed and when will you do this?)	N/A	

Part 2: Protected Characteristics

Which protected characteristics communities will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic communities are not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

	Positively	Negatively	No Impact	Not Known
Ethnic Minority Communities including Gypsies and Travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People with a disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, Gay and Bisexual	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Socio-economic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other (please state)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 3: Impacts/Monitoring

<p>1. Have any positive impacts been identified?</p> <p>(We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>	<p>Enhancing our workforce to include greater representation from under 25's.</p> <p>Achieving the consolidation of the Living Wage will positively impact on female employees</p>
<p>2. Have any negative impacts been identified?</p> <p>(Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)</p>	<p>Not at this stage but a review of terms and conditions may result in some negative impact for some protected groups. An associated plan to mitigate negative impacts that may arise will be developed and implemented accordingly</p>
<p>3. What action is proposed to overcome any negative impacts?</p> <p>(e.g. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. See Good Practice on DCC equalities web page)</p>	<p>Proactive negotiations with the trade unions to achieve a collective agreement and phasing implementation</p> <p>Protecting jobs by ensuring we avoid compulsory redundancies</p>
<p>4. Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome?</p> <p>(If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p>	<p>While there will be an impact on some groups of employees, overall, the implementation of a robust people strategy which focusses on the value of our employees and ensures we have employment practices that are fair and equitable for all while protecting as many jobs as possible outweighs the negative impacts.</p>
<p>5. Has a 'Full' Equality Impact Assessment been recommended?</p> <p>(If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required. Seek advice from your departmental Equality lead.)</p>	<p>N/A</p>
<p>6. How will the policy be monitored?</p> <p>(How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.)</p>	<p>Performance data is being developed.</p>

Part 4: Contact Information

Name of Department or Partnership	Corporate Services
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Type of Document	
Human Resource Policy	<input checked="" type="checkbox"/> x
General Policy	<input type="checkbox"/>
Strategy/Service	<input type="checkbox"/>
Change Papers/Local Procedure	<input type="checkbox"/>
Guidelines and Protocols	<input type="checkbox"/>
Other	<input type="checkbox"/>

Manager Responsible	Author Responsible
Name: Marjory Stewart.	Name: Janet Robertson
Designation: Executive Director of Corporate Services	Designation: Head of HR and Business Support
Base: Dundee House	Base: Dundee House
Telephone: 01382 433555	Telephone: 01382 433335
Email: marjory.stewart@dundeecity.gov.uk	Email: janet.robertson@dundeecity.gov.uk

Signature of author of the policy:	Janet Robertson	Date: 24 November 2015
Signature of Executive Director/Head of Service:	Marjory Stewart	Date: 24 November 2015