

About Key Contact from Organisation	
1.	Name
	Anna Yule
2.	Employer / Organisation
	Dundee City Council
3.	Position
	Fairness and Equality Officer
4.	E-Mail at Work
	anna.yule@dundeecity.gov.uk
5.	Role in the Project
	Management
An Introduction to the Project	
6.	Which partner organisations are involved in delivering the project (local authorities, organisations, community groups, etc.)?
	In addition to Dundee City Council, the Living Wage Action Group has representation from Dundee and Angus Chamber of Commerce, NHS Tayside, Michelin Scotland Innovation Parc, Social Security Scotland, Scottish Enterprise, and Abertay University.
7.	Does the project have specific aims and/or objectives?
	To make Dundee a Living Wage city – to maximise the number of employers who are accredited as Living Wage Employers. The Group wants the companies to be accredited Living Wage Employers and not just pay the Living Wage.
8.	Does the project have a title?
	The Dundee Living Wage Action Group
9.	When did it start?
	2019.
10.	Has it finished? Is it on-going? Does it have an end date?
	The Group does not have a set end date, but it continues in three-yearly action plan cycles.
11.	Which groups of people, if any, are targeted by the service provided?
	No specific target populations (the Fairness approach in Dundee targets more vulnerable areas – the Group also pays increased attention to sectors where employees are less likely to get paid the Living Wage (e.g. retail, care, and hospitality))
12.	How many people have been served by the project?
	Hard to estimate as the people affected are employees but the project targets employers.
13.	Where is it delivered?

	Dundee City Council area.
The Initial Idea	
14.	Are you able to talk about the initial idea to introduce the project?
	Yes.
15.	Who had the initial idea?
	Peter Allan and Living Wage Scotland.
16.	How did the idea for the project come about?
	Dundee Fairness Commission brought the idea forth.
17.	Were any published reports / papers / research evidence or practice shape the initial thinking?
	Living Wage Scotland and Dundee City Council combined subject and place expertise to develop the project -
18.	Who was involved in developing the initial idea of the project?
	Members of the Dundee City Council, Dundee Fairness Commission and Living Wage Scotland.
19.	What funding was used, if any, to support the development of the initial idea of the project?
	No. The project was developed in partnership with Living Wage Scotland who dedicated more funding to accrediting Living Wage employers in Dundee but no separate funding was used for the Living Wage City project itself.
20.	What, if any, barriers did you have to overcome when developing the initial idea of the project?
	Yes – the Living Wage Places Scheme did not exist in the beginning so the development of the project from the ground was challenging. It was also challenging to find employers who had the largest impact on their employees who wanted to get accredited because they were the most resistant to the scheme.
21.	What, if anything, was helpful when developing the initial idea of the project?
	The partnership with Living Wage Scotland was functioning very well. Both Living Wage Scotland and Dundee City Council benefited from this relationship as Living Wage Scotland needed a pilot city for the Living Wage City project and Dundee City Council needed the support of the organisation to continue.
22.	Was a feasibility study conducted?
	Living Wage Scotland did some research into the project and had two pilot sites for the scheme.
23.	Who made the decision to introduce the project?
	Recommendation for the project came from the Dundee Fairness Commission and went on to the Dundee Partnership and Dundee City Council who introduced the project. The introduction of the project was one of the commitments incorporated into Dundee's Fairness Plan.
Pilot Project	

24.	Was there a pilot project?
	No.
The On-going Development of the Project	
25.	Has the project changed through time?
	No (the project has only completed one three-year planning cycle)
Accessing the Service and Engaging with Service Users	
26.	Is there a referral process?
	N/A (project does not directly deal with people who are impacted by poverty but their employers)
27.	How does the referral process work?
	The Group has a 'hit list' of potential organisations and employers they get in touch with to try to convince them to get accredited as Living Wage Employers. They function as a 'pressure group' to encourage Dundee Employers to get accredited, but the actual accreditation happens through Living Wage Scotland.
28.	How are potential clients made aware of the project?
	See above. The project also has social media accounts and gets support from the Dundee City Council communications team.
29.	How is contact maintained with service users? Do service users have a preferred method of contact?
	Through representatives of the relevant organisations. The project also raises awareness of themselves through initiatives such as the Living Wage Announcement and the Living Wage Week.
Working With People with Lived Experience of Poverty	
30.	Are those with lived experience of poverty involved in <u>delivering</u> the project?
	No.
31.	Please describe how people with lived experience of poverty are involved in <u>delivering</u> the project.
	No.
32.	Are people with lived experience of poverty involved in <u>managing</u> the project, <u>supervision</u> within the project, or project <u>governance</u>?
	No.
33.	Are people with lived experience of poverty involved in <u>any other aspect</u> of the project?
	No.
Leadership, Governance and Partnership Working	
34.	Who is responsible for managing the project?
	Peter Allan – he currently works with a Fairness and Equality officer (Anna Yule) who assists on the day to day management of the project.

35.	Is this the only responsibility of the person managing the project?	
	No – the Group is a small part of Peter and Anna’s responsibilities. They work on other aspects of communities, fairness and equality with the City Council. The work on the Living Wage Project is a top strategic priority but a minor part of the managers’ workload.	
36.	Is there a Project Steering or Advisory Group or Organising Committee?	
	Yes. The current members of the Living Wage Action Group (driving the accreditation of employers in Dundee) are from: Dundee City Council, Dundee and Angus Chamber of Commerce, NHS Tayside / Public Health Directorate, Michelin Scotland Innovation Parc, Social Security Scotland, Scottish Enterprise, Dundee City Council, and Abertay University.	
Staffing		
37.	Are there any paid staff?	
	Yes. Peter Allan and Anna Yule are paid employees of the Dundee City Council who manage the project as a part of their wider responsibilities.	
38.	Are volunteers involved in delivering the project?	
	No.	
39.	Was additional staff or volunteer training required to deliver your project?	
	No.	
Links to Wider Policies, Strategies and Statutory Requirements		
40.	Is the project part of a wider anti-poverty strategy?	
	Yes – the Dundee Fairness Plan and the Dundee City Plan.	
41.	Is the project part of any other strategy?	
	Yes – the Employability and Employment strategy in Dundee.	
42.	Is the project delivering a service that is a statutory commitment?	
	No.	
Funding		
43.	Who funds the project?	
	Dundee City Council allocates funding for the Living Wage Place Accreditation and some of the in-kind resources required when events are hosted.	
44.	How is the project funded?	
	From the City Council’s mainstream resources.	
45.	What is the budget for the project / how much does it cost to deliver?	
	Not specified – the budget is very small due to the costs being mainly the Accreditation and the in-kind resources.	
Resources		
46.	What in-kind resources do you need to deliver your project?	
	Facilities	Yes – to deliver some events.

	Equipment	Yes – for some events and design and communications support.
	Local Knowledge	N/A
	Food and Drink	Yes – for events.
47.	For each of the in-kind resources listed above, who provides it?	
	Facilities	Dundee City Council.
	Equipment	Dundee City Council (for events) and Living Wage Scotland who supports with design and communications (such as visual boards, badges etc.)
	Local Knowledge	N/A
	Food and Drink	Dundee City Council.
48.	Did you have to buy or develop new IT systems, software (databases, apps) or technology to deliver your project?	
	No.	
Formal Monitoring and Evaluation		
49.	What information, if any, do you collect about your project?	
	Number of users	Yes – the number of accredited Living Wage Employers and the number of employees.
	Profile of users	Yes – the types of organisations that get Accredited.
	Experience of users	N/A
	Anything else	The number of employees who have received a pay rise as a result of the project.
50.	How often is data collected? Who collects the data?	
	The Council gets a quarterly update on performance on Living Wage Accreditation from Living Wage Scotland (whenever there is a steering group meeting).	
51.	Do you have baseline data on what things were like before the start of the project or before users started the project?	
	Yes – the baseline data indicates the number of Living Wage Employers in the city before the start of the project and informs the Action Group on their progress towards their target of accrediting the employers in the Dundee City Council area.	
52.	Do you produce an annual report?	
	The Living Wage Performance is reported to the Dundee Partnership and Dundee City Council as a part of the Annual City Plan. The Living Wage Performance is one of the strategic indicators the Community Planning Partnership monitors annually.	
	The Living Wage Action Group also functions in three-year strategic cycles and reports and reflects on their progress at the end of the cycles.	
53.	In what ways, if at all, do you use the data that you collect to adapt the service that you provide?	

	Everything that comes up at the Steering Group meetings gets reflected on; for example feedback on trends on specific employers such as hospitality or healthcare that then inform the focus of the Action Group.
54.	Have you employed an external organisation to formally evaluate your project?
	No – although the annual Living Wage Place Accreditation from Living Wage Scotland includes a degree of evaluation from the organisation to assure that the actions and progress are up to standard.
55.	If yes, in what ways, if at all, have you used the External Project evaluation to adapt the service that you provide.
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56.	Do you intend to employ an external organisation to evaluate the service that you provide in the future?
	The accreditation from Living Wage Scotland happens annually and contains evaluative elements.
Impact	
57.	What difference has the project made?
	The project has increased the number of Living Wage Employers in the city and with that the wages of the people who work for those employers – in 2023 over 300 people received a pay rise in Dundee as a result of their employer being accredited as a Living Wage Employer.
58.	How do you know this?
	Data from Living Wage Scotland detailing the number of employers accredited and the number of employees impacted by this.
59.	To what extent have the aims of the project been achieved?
	The project has been meeting their yearly objectives and is making progress towards its aim of making sure Dundee employers are Living Wage Accredited.
60.	How, if at all, has the demand for the service changed since it started?
	There has been more interest in the scheme. The project group feared lockdown would impact the willingness of the employers to get accredited but this did not happen and there has been an ongoing commitment to the Living Wage project.
61.	If yes, has the project had the capacity to meet these changing conditions and demand?
	Yes.
62.	Has the project had any unexpected or unintended outcomes?
	The willingness of the companies to continue to get accredited during lockdown and despite the challenges to the businesses.
63.	In your opinion, is the project having an impact on tackling poverty?
	Yes – for a small number of people the project has a direct impact on their earnings. Research indicates moving from minimum to Living Wage has positive impacts on the quality of life and ability to afford necessities.
Learning from Experience	

64.	What is working well?	
	Having the Living Wage Place commitment as a prominent priority in the Dundee City Plan has been useful for monitoring the progress towards the aims. The campaign's unified visual aids have also been useful for publicising the Living Wage campaign in Dundee. The strength of the campaign is also its direct attention to money and wages to target poverty instead of identifying	
65.	What, if anything, is working less well?	
	It has been challenging for the Group to get football teams to get accredited – this is not a reflection on the Group's practices though as much as it is an external challenge to them.	
66.	What are the key learning points that you would like to share with other practitioners? For example, is there anything that you would do differently?	
	<ul style="list-style-type: none"> - Close working relationship with Living Wage Scotland is instrumental to the success of the Action Group and the campaign to get employers accredited. - The Living Wage campaign is a good opportunity to work in partnership with the private sector to advance common aims. - Do not advertise the campaign as a council project to avoid making it seem like the council is dictating to the businesses what to do – retain a degree of independence in how the campaign looks. 	
67.	What plans do you have to develop or expand the project in the future?	
	The three yearly action plan details plans for expansion – the plan states the targets for the number of employers the campaign seeks to accredit as Living Wage Employers each year and details the desired impacts of this on the employees affected.	
68.	How easily do you think your project could be replicated in another setting?	
	Easily – the support from Living Wage Scotland and the design could be easily adapted for another local authority's context.	
Social Media		
69.	Please enter social media contact details and weblinks to supporting documents or resources below:	
	Web Pages	Living Wage Scotland news about Dundee becoming the first Living Wage City: https://livingwage.org.uk/news/making-living-wage-places-dundee-becomes-first-uk-city-be-recognised-living-wage-ambition Dundee City Council YouTube on the Living Wage progress 2023: https://youtu.be/OrswriGXs6c?feature=shared
	Facebook	-
	Instagram	-
	Twitter	-
	Tik-Tok	-
GDPR Consent (Add yes or no in the box)		
I give my permission to be named in the tackling poverty locally directory and associated public outputs.		Yes



Tackling Poverty Locally Online Directory How To Guide



I give permission for our organisation to be named in the tackling poverty locally directory and associated public outputs.	Yes
I give permission for me to be contacted by directory users.	Yes
I am willing to be contacted if more details are required	Yes
Request to review (Add yes or no in the box)	
Did the interviewee request to review a draft before it is sent to referees for review?	Yes
Did the interviewee request to review the final version – after referee review – before it is uploaded to the Directory	No