

# Public Document Pack



To: Councillor Allan, Convener; Councillor Houghton, Vice Convener; and Councillors Cameron, Copland, Delaney, Graham, Hutchison, Macdonald and Reynolds.

Trade Union Advisers: Carole Thorpe and Ron Constable (EIS); Brenda Murdoch and David Willis (GMB); Edwin Cameron and Thomas Whyte (SSTA); Kenny Luke and Alison Robertson (UNISON); Joe Craig and Mishelle Gray (UNITE); and Rob Stephen and 1 vacancy (VOICE).

Town House,  
ABERDEEN, 8 March 2019

## **STAFF GOVERNANCE COMMITTEE**

The Members of the **STAFF GOVERNANCE COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **MONDAY, 18 MARCH 2019 at 2.00pm.**

FRASER BELL  
CHIEF OFFICER - GOVERNANCE

### **BUSINESS**

#### **DETERMINATION OF URGENT BUSINESS**

1.1 There are no items at this time

#### **DETERMINATION OF EXEMPT BUSINESS**

2.1 There is no exempt business.

#### **DECLARATIONS OF INTEREST**

3.1 Members are requested to declare any interests

## **REQUESTS FOR DEPUTATION**

4.1 None at this time

## **MINUTE OF PREVIOUS MEETING**

5.1 Minute of Previous Meeting of 31 January 2019 (Pages 5 - 12)

## **COMMITTEE PLANNER**

6.1 Committee Business Planner (Pages 13 - 16)

## **NOTICES OF MOTION**

7.1 None at this time

## **REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES**

8.1 None at this time

## **WORKFORCE STRATEGY**

9.1 Recruitment and Retention - LGV Drivers and Roads Infrastructure - OPE/19/206 (Pages 17 - 28)

## **HEALTH, SAFETY & WELLBEING OF STAFF**

10.1 HSE visit update: Bridge of Don Academy Asbestos Incident - GOV/19/211 (Pages 29 - 32)

10.2 Corporate Health and Safety Quarterly Report - October to December 2018 - GOV/19/210 (Pages 33 - 42)

## **ESTABLISHING AND PROMOTING VALUES FOR THE ORGANISATION**

11.1 Update on Behavioural Framework - RES/19/212 (Pages 43 - 60)

EHRIAs related to reports on this agenda can be viewed [here](#)

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Should you require any further information about this agenda, please contact Stephanie Dunsmuir, tel 01224 522503 or email [sdunsmuir@aberdeencity.gov.uk](mailto:sdunsmuir@aberdeencity.gov.uk)

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## STAFF GOVERNANCE COMMITTEE

ABERDEEN, 31 January 2019. Minute of Meeting of the STAFF GOVERNANCE COMMITTEE. Present:- Councillor Allan, Convener; Councillor Houghton, Vice-Convener; and Councillors Cameron, Copland, Delaney, Graham, Hutchison, Macdonald and Wheeler (as substitute for Councillor Reynolds).

Trade Union Advisors present:- Ron Constable and Carole Thorpe, EIS; Brenda Murdoch and David Willis, GMB; Edwin Cameron and Thomas Whyte, SSTA; Kenny Luke and Mark Musk, UNISON; Mishelle Gray and Fiona Sales, UNITE and Liam Knox, UCATT.

The agenda and reports associated with this minute can be found [here](#).

Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be retrospectively altered.

### WELCOME

1. The Convener welcomed David Willis to the Committee, noting that he was the new representative on the Committee for the GMB, following Mike Middleton's retirement. She added that she wished to put on record the Committee's thanks to Mr Middleton for his involvement and participation in the Committee.

#### The Committee resolved:-

to concur with the remarks of the Convener.

### DETERMINATION OF EXEMPT BUSINESS

2. The Convener proposed that the Committee consider item 11.1 (Bridge of Don Academy – Exempt Appendix) with the press and public excluded.

#### The Committee resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of item 11.1 so as to avoid disclosure of exempt information of the classes described in paragraph 1 of Schedule 7(A) of the Act.

### DECLARATIONS OF INTEREST

3. There were no declarations of interest.

## STAFF GOVERNANCE COMMITTEE

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### MINUTE OF PREVIOUS MEETING

4. The Committee had before it the minute of its previous meeting of 1 November 2018.

**The Committee resolved:-**

to approve the minute as a correct record.

### COMMITTEE BUSINESS PLANNER

5. The Committee had before it the committee business planner as prepared by the Chief Officer – Governance.

**The Committee resolved:-**

- (i) to note that the report on the recruitment and retention of lorry drivers had been delayed to March 2019 to enable a joined-up approach to be taken in terms of reporting on that matter and the skill shortage in roads infrastructure; and
- (ii) to otherwise note the updates provided.

### POLICY ON USE OF CALL RECORDING - CUS/19/104

6. The Committee had before it a report by the Director of Customer which sought approval of a revised Policy on the Use of Call Recording which provided the framework for the recording and monitoring of calls in the Customer Contact Centre.

**The report recommended:-**

that Committee approve the revised policy and instruct the Chief Officer – Customer Experience to implement the outlined changes.

**The Committee resolved:-**

- (i) to note that there was a small typing error at section 3.1.1 of the policy and the last sentence should read, “We do not record payment information from **customers** in order to be PCI-DSS compliant.”; and
- (ii) to approve the policy, subject to the addition of wording at 2.2.5 “*Where recordings are used for the purpose of disciplinary action, this policy should read in conjunction with the Managing Discipline policy and paragraph 3.4. of this policy. Where, in a disciplinary context, an employee seeks the assistance of a trade union representative, the representative is entitled (with consent of the employee) (i) to be provided with any such material which is to be presented in evidence at a disciplinary hearing and (ii) to request access to a recording in terms of paragraph 3.4.3.*”

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**STAFF TRAVEL POLICY - RES/18/150**

7. With reference to article 6 of the minute of its previous meeting, the Committee had before it the revised Staff Travel Policy which was presented for comment ahead of being reported to the City Growth and Resources Committee on 7 February 2019 for approval.

**The report recommended:-**

that the Committee comment on the report from a staffing perspective before referral to the City Growth and Resources Committee.

The Convener highlighted that the report had been deferred from the previous meeting to enable full consultation with Trade Unions. The Trade Unions confirmed that this had now been undertaken and there were no further comments on the policy.

**The Committee resolved:-**

to note the policy which was to be submitted to the City Growth and Resources Committee on 7 February 2019 for approval.

**CLUSTER RISK REGISTERS - PEOPLE AND ORGANISATION - RES/19/165**

8. The Committee had before it a report by the Chief Officer – Organisational Development which presented the cluster risk register for People and Organisation.

**The report recommended:-**

that Committee note the cluster risk register presented and the actions identified to control the risks contained therein.

**The Committee resolved:-**

to approve the recommendation.

**EMPLOYEE MENTAL HEALTH ACTION PLAN - RES/19/160**

9. With reference to article 5 of the minute of its meeting of 29 June 2018, the Committee had before it a report by the Director of Resources which provided relevant data in relation to employee mental health trends and sought approval for an appended action plan to address and improve employee mental health.

**The report recommended:-**

that Committee –

- (a) notes the relevant data contained in the report in relation to employee mental health trends;

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- (b) authorises the Chief Officer – Organisational Development to proceed to implement the attached areas for action shown at Appendix 1 of the report, which were designed to address and improve employee mental health; and
- (c) notes that progress on the implementation of the actions will be reported to Committee in approximately one year's time.

### **The Committee resolved:-**

- (i) to note the suggestion from the Trade Union Advisers that the action plan be taken forward as a joint employer / Trade Union initiative;
- (ii) to note that officers would continue to review the data used for reporting to ensure that a holistic approach was taken, noting that psychological illness could also be having an effect on absences for physical illness; and
- (iii) to approve the recommendations.

### **SICKNESS ABSENCE UPDATE - RES/19/051**

**10.** With reference to article 7 of the minute of its meeting of 4 May 2018, the Committee had before it a report by the Director of Resources which outlined the current sickness rates across the Council and improvement activities being undertaken.

### **The report recommended:-**

that Committee –

- (a) note the sickness rates over the past six months; and
- (b) endorse the approaches for reducing sickness absence across the Council.

### **The Committee resolved:-**

- (i) in respect of the discussion around absence, particularly in Operations, to request that officers investigate whether the data included on the average days absent per employee could be broken down further and ideally by cluster in future reports, in order to be able to identify particular areas where there might be greater levels of absence; and
- (ii) to approve the recommendations.

### **OCCUPATIONAL HEALTH QUARTERLY REPORT - GOV/18/067**

**11.** With reference to article 10 of the minute of its meeting of 3 September 2018, the Committee had before it a report by the Director of Resources which provided an update on the Council-wide utilisation of the Occupational Health Service contract provided by both OH Assist and Iqarus Limited during the three-month period from July to September 2018.

### **The report recommended:-**

that Committee –

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- (a) to note the contents of the report;
- (b) to instruct the Chief Officer – Organisational Development to review evidence from Functions on the actions taken to support individuals in attending Occupational Health appointments; and
- (c) to instruct the Chief Officer – Organisational Development to monitor reasons for the use of Occupational Health services and to develop and propose improvement actions where appropriate.

**The Committee resolved:-**

to approve the recommendations.

### **EMPLOYEE ASSISTANCE SERVICE - JULY - SEPTEMBER 2018 - RES/19/052**

**12.** With reference to article 9 of the minute of its meeting of 3 September 2018, the Committee had before it a report by the Director of Resources which provided an update on the utilisation of the Employee Assistance Service provided by Time for Talking during the three-month period from July to September 2018.

**The report recommended:-**

that Committee –

- (a) note the content of the report; and
- (b) instruct the Director of Resources to request evidence from Functions on the actions taken to support individuals and address trends (usage and root causes) as detailed in the report.

At this juncture, the Convener proposed that future reports on sickness absence, the occupational health service and the Employee Assistance Service be amalgamated into a single committee report to be reported on a six-monthly basis to include comparator data with previous performance. Members agreed with this proposal.

**The Committee resolved:-**

- (i) in respect of the discussion around absence, particularly in Operations, to request that officers investigate whether the data included on the average days absent per employee could be broken down further and ideally by cluster in future reports, in order to be able to identify particular areas where there might be greater levels of absence;
- (ii) to agree that future reports on sickness absence, the occupational health service and the employee assistance scheme be amalgamated into one committee report, to include comparator data and to be presented on a six-monthly basis; and
- (iii) to approve the recommendations.

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**BRIDGE OF DON ACADEMY ASBESTOS INCIDENT - RES/19/162**

**13.** With reference to article 7 of the minute of its previous meeting, the Committee had before it a report by the Chief Operating Officer and the Director of Resources which provided information in respect of an accidental uncontrolled release of asbestos fibres at Bridge of Don Academy on 12 July 2018; the resulting investigation by the Health and Safety Executive and actions being implemented to ensure future compliance.

**The report recommended:-**

that Committee note the report.

Members and Trade Union Advisers asked a number of questions of officers.

**The Committee resolved:-**

- (i) to request that officers verify that Toolbox Talks were being held with Head Teachers prior to any contractor commencing work in schools;
- (ii) to instruct officers to provide a follow-up report to Committee on 18 March 2019 with assurance on progress made in respect of the action plan and review of processes currently being undertaken, and an update following the further meeting with the Health and Safety Executive to be held in February; and
- (iii) to approve the recommendation.

**In accordance with the decision taken under article 2 of this minute, the following document was considered with the press and public excluded.**

**BRIDGE OF DON ACADEMY - EXEMPT APPENDIX**

**14.** The Committee had before it an exempt appendix relating to the Bridge of Don Academy report, referred to at article 13 of this minute.

**The Committee resolved:-**

to note the exempt appendix.

- **COUNCILLOR YVONNE ALLAN, Convener**

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	A	B	C	D	E	F	G	H	I
1	<b>STAFF GOVERNANCE COMMITTEE BUSINESS PLANNER</b> The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.								
2	<b>Report Title</b>	<b>Minute Reference/Committee Decision or Purpose of Report</b>	<b>Update</b>	<b>Report Author</b>	<b>Chief Officer</b>	<b>Directorate</b>	<b>Terms of Reference</b>	<b>Delayed or Recommended for removal or transfer, enter either D, R, or T</b>	<b>Explanation if delayed, removed or transferred</b>
3	<b>18 March 2019</b>								
4	Corporate Health and Safety Quarterly Report	To present the quarterly health and safety report for October to December 2018	On agenda	Colin Leaver	Governance	Governance	5.2		
5	HSE visit update: Bridge of Don Academy Asbestos Incident	SGC 31/01/19 - To instruct officers to provide a follow-up report to Committee on 18 March 2019 with assurance on progress made in respect of the action plan and review of processes currently being undertaken, and an update following the further meeting with the Health and Safety Executive to be held in February.	On agenda	Colin Leaver	Corporate Landlord	Resources	5.2		
6	Update on Behavioural Framework	To report on organisational principles and associated behavioural descriptors	On agenda	Dorothy Morrison	Organisational Development	Resources	6.1		
7	Recruitment and Retention of Staff / Skills Shortages	ODC 06/11/18 - To request that item 15 (Roads Infrastructure Current Skills Shortages) be referred to Staff Governance Committee in order for a report to be brought back with details on this matter  ODC 29/05/18 - To request that a report be brought to the Staff Governance Committee, to investigate what initiatives could be used to recruit and retain lorry drivers.  SGC 01/11/18 - In light of the discussion at Committee about evaluation of the grading of posts and the continued difficulty with recruitment, to instruct officers to take the comments into consideration and revisit the matter, with a follow up report to SGC in January 2019 to include figures in respect of non-financial benefits to working with ACC if this could be quantified.	On agenda	Alan Robertson / Paul McPherson	Operations and Protective Services	Operations	Purpose 5		
8	Violence in the Workplace Policy	SGC 03/09/18 - to instruct the Interim Chief Officer - People and Organisation to consider the request from Unison to explore the merit of producing an employment policy dealing with the effects of violence against women and to report back to the Committee by March 2019 on whether such a policy was required - The Convener proposed that a wider review in respect of violence in the workplace be considered and the Trade Unions expressed support for this.		Keith Tennant	Organisational Development	Resources	1.3	D	The Council is participating in the pilot for "Equally Safe at Work" which will run from January to December 2019. It is therefore requested that the report back on this policy be delayed until October 2019 to allow time for the pilot project to bed in. A service update will be provided in the interim.

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
9			<b>18 June 2019</b>						
10	Equal Pay Audit	SGC 04/05/18 - To request that following the equal pay audit report having been considered by the Audit, Risk and Scrutiny Committee that a copy of the report be submitted to a meeting of this Committee for information		Neil Yacamini	Organisational Development	Resources	6		
11	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.		Stephanie Dunsmuir	Governance	Governance	GD 7.4		
12	Employee Assistance Scheme Annual Report	To present the annual Employee Assistance Programme Annual report		Neil Yacamini	Organisational Development	Resources	5.2		
13	Young Person's Strategy	To report progress on the project in respect of Developing the Young Workforce and to seek approval for the strategy		Lesley Strachan	Organisational Development	Resources	Purpose 5 / 3.1		
14			<b>1 October 2019</b>						
15	EAS Scheme / Occupational Health / Sickness Absence six monthly report	To present the EAS/OH/sickness absence six monthly report, to include comparator data with previous performance, and to request that officers investigate whether the data included on the average days absent per employee could be broken down further and ideally by cluster in future reports to identify where there might be greater areas of absence		Neil Yacamini	Organisational Development	Resources	5.2		
16	Workforce Development Plan	To be advised		Isla Newcombe	Organisational Development	Resources	TBC		
17	Performance Review & Development	To be advised		Isla Newcombe	Organisational Development	Resources	TBC		
18			<b>10 December 2019</b>						
19									
20									
21									
22									
23			<b>January 2020 onwards</b>						
24	Risk Register - People and Organisation	To report annually on the cluster risk register		Isla Newcombe	Organisational Development	Resources	GD 7.4		
25	Mental Health Action Plan	SGC 31/01/19 - To note that progress on the implementation of the actions would be reported to Committee in approximately a year's time		Keith Tennant / Mary Agnew	Organisational Development	Resources	1.3		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
26	EAS Scheme / Occupational Health / Sickness Absence six monthly report	To present the EAS/OH/sickness absence six monthly report, to include comparator data with previous performance , and to request that officers investigate whether the data included on the average days absent per employee could be broken down further and ideally by cluster in future reports to identify where there might be greater areas of absence		Neil Yacamini	Organisational Development	Resources	5.2		

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## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Staff Governance Committee
<b>DATE</b>	18 March 2019
<b>REPORT TITLE</b>	Retention/Recruitment
<b>REPORT NUMBER</b>	OPE/19/206.
<b>DIRECTOR</b>	Rob Polkinghorne
<b>CHIEF OFFICER</b>	Mark Reilly
<b>REPORT AUTHOR</b>	Paul McPherson & Alan Robertson
<b>TERMS OF REFERENCE</b>	Purpose 5

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### **1. PURPOSE OF REPORT**

1.1 The purpose of this report is to inform the Committee:

- Of the current issues relating to LGV Driver recruitment and retention and the mitigating actions being taken to alleviate this for Waste & Recycling Services.
- Of the issues relating to the recruitment and retention of staff within the Roads Infrastructure Service.

### **2. RECOMMENDATION**

2.1 That Committee note the range of different approaches as set out in this report which seek to attract a wider and diverse range of applicants for these roles and subsequently reduce the vacancy level.

### **3. BACKGROUND**

3.1 The issues with recruitment were discussed at the Operational Delivery Committee of 29 May 2018 and a report to Staff Governance Committee was requested.

3.1.1 This was presented in the form of a Service Update to the Staff Governance Committee on 1 November. The Committee requested that further work be done on this and a formal report presented at the next Committee.

3.1.2 The Roads Service also presented a Service Update on the same matter to the Operational Delivery Committee in November 2018 (?) and as a result it was agreed to amalgamate the issues from both Services into one consolidated report.

## 3.2 Waste & Recycling Service

- 3.2.1 The Waste & Recycling Service has a daily requirement for 49 LGV drivers to run the waste and recycling collection services.
- 3.2.2 The establishment has 64 LGV Driver posts (additional posts allow for cover for annual leave, sickness or other absence). The service has never been at full driver establishment in the past 3 years and more.
- 3.2.3 Currently, the service has 12 LGV Driver vacancies and relies on agency drivers to keep the service running.
- 3.2.4 The service now has had an open advert for LGV Driver vacancies for some time and additional steps to promote these vacancies have been taken including using radio advertising, press advertising and social media to try to reach a wider audience of applicants. Regular posts on the Council's social media platforms (Facebook, twitter and LinkedIn) continue to try to promote these roles on an ongoing basis.
- 3.2.5 Despite this, the application rate remains very low and only four new drivers have been recruited to the service in the last 6 months (one from an earlier recruitment advert and three since the permanent open advert was placed in June 2018). In addition, three existing drivers also left the service during this period and therefore the overall impact on the vacancy numbers is one additional driver with 15 LGV driver vacancies remaining.
- 3.2.6 The service has been working towards different approaches to attempt to attract more applicants to the Council for these vacancies and subsequently reduce the vacancy level. As part of this work it has been identified that highlighting the whole Aberdeen City Council benefits package of benefits may be a good way to do this.
- 3.2.7 These benefits include:
- Excellent employment terms and conditions (annual leave, sickness absence policy, family friendly policies, training and development opportunities, special leave, overtime, etc)
  - Access to the pension scheme
  - Job security
  - Local work (no long haul or overnight work required)
  - Working hours
  - Varied driving work (not continuous motorway driving)
  - New fleet of vehicles
  - Strong ethos on equality and diversity at work
  - Technology purchasing, car leasing and discounts at several online and in-store retailers
  - Employee counselling service (for self and for members of family)
  - Sense of public work – overall purpose of the organisation is to support the people of Aberdeen (including children and vulnerable adults). Each role contributes to this.

3.2.8 Work is also ongoing with colleagues in People and Organisation and the following initiatives have been identified which may increase applicant numbers:

- Develop promotional material to target long-distance drivers who may be looking for a career change (e.g. arranging stalls to promote the Council vacancies in truck stops). **(See appendix 1)**
- Expanded use of social media campaigns including targeting social media forums frequently used by the transport industry
- Review recruitment and selection feedback, data and experience.
- Increased and targeted internal advertising to other Services across the Council
- Offer development opportunities to existing staff, including waste and recycling loaders to train to become drivers.
- Looking at more flexible ways of recruiting – e.g. using CV based recruitment rather than application forms
- A further radio advertising campaign (like the recent Northsound one but perhaps extending to Angus/Tayside).
- Investigate potential to run a recruitment Open Day at Altens East to showcase the facilities and working environment.

3.2.9 The expected impact of this work is to reduce the number of LGV Driver vacancies within the Council. This will allow a better quality of service, a more flexible and adaptable workforce, and reduced requirement for agency staff.

### 3.3 Roads Infrastructure Service

3.3.1 The Service has ongoing difficulties recruiting to a wide range of posts at all levels. The main issues are:

- Salary – higher paid work is generally available out with the Council.
- Career progression

3.3.2 There are difficulties recruiting to the following posts:

- Roadworkers – very few applicants/candidates come with suitable skills. Difficult to recruit workers with HGV license (Roads Operative 3) as plenty of driving jobs available elsewhere.
- Electricians
- Technical Officers G11 – when recruited tend to stay for a couple of years and then move on.
- Engineers G13 - difficult to recruit graduates even though the salary is commensurate with private sector operations.
- Senior Engineers G14 – post graduate professional qualification preferable - traditionally the supply chain has been through career progression within the service. Difficult to recruit from out with the service.
- Team Leaders G15 – post graduate professional qualification required - traditionally the supply chain has been through career progression within the service. Difficult to recruit from out with the service.

### **3.4 Actions Taken to Date**

- Several web-based advertising sites have been used – this has had some success attracting technicians and graduate engineers from other EU countries.
- Attending a recruiting event at Coimbra University in Portugal.
- Attending a recruiting event in Poland for roadworkers.
- Put two PLO's on HERS Highway Electrician course.
- Use of open adverts to maximise opportunity for potential candidates to apply.
- Introduction of an apprenticeship scheme for technical officers.

### **3.5 Future Actions**

- To continue discussions with colleagues in People and Organisation to review training and career development for professional and technical staff with the intention of progressing a business case as part of the transformation programme.
- Contact MOD to look at how opportunities can be communicated to those leaving the armed forces.
- Explore the introduction of an accredited apprenticeship scheme for craftworkers.
- Investigate whether there are existing staff to participate in the Modern/ Graduate Apprenticeship Programme
- Explore sharing of resources through the North East Roads Collaboration group.
- Work with colleagues in People and Organisation to engage with local Universities, Technical Colleges and Schools to promote career opportunities and career pathways through foundation, modern and graduate apprenticeships.

## **4. FINANCIAL IMPLICATIONS**

### **4.1 Waste & Recycling**

4.1.1 The shortage of drivers means that there is a requirement to cover these vacancies with agency staff or by overtime working. The agency staff are mainly used to cover the vacant posts; however, agency staff are also employed to cover periods of sickness/ unplanned absence or peak holiday periods.

4.1.2 The hourly cost of an agency driver could be up to £16.40/hr, this is compared to £14.72/hr (inclusive of usual employment on-costs) as an employee at the top of the grade. However, agency staff do not attract annual leave payments or certain other employers' costs in the same manner so it is difficult to compare on a truly like for like basis.

## 5. LEGAL IMPLICATIONS

### 5.1 Waste & Recycling

5.1.1 Provision of the waste and recycling service is a statutory function of the Council in discharging its duties as the Waste Collection Authority. Due to the nature of the service it cannot run below its minimum staffing levels.

### 5.2 Roads and Infrastructure

5.2.1 The Service provides a range of statutory functions as Roads and Flood authority. Due to the nature of the service it cannot run below its minimum staffing level.

## 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	Overtime required to complete routes where insufficient drivers are available.	Medium	Manage available resources as efficiently as possible and work to recruit more permanent staff.
<b>Legal</b>	N/A	Low	
<b>Employee</b>	Increased pressure on existing staff to work additional hours or take on extra work	Low	Manage personal circumstances and driver's hours to ensure staff can accommodate these requests.
<b>Customer</b>	Refuse and recycling routes not completed. Business customers and householders do not receive their service.	High	Enlist agency staff or existing staff asked to work overtime (drivers hours allowing). Where possible divert resources from other less-essential tasks.
<b>Environment</b>	Overflowing bins and waste on streets.	Medium	Enlist agency staff or existing staff asked to work overtime (drivers hours allowing).
<b>Technology</b>	N/A	Low	
<b>Reputational</b>	Risk of adverse publicity due to non-collection of waste and increase in litter/fly-tipping and	Medium	Enlist agency staff or existing staff asked to work

	overflowing bins. Risk to city reputation as a tourist attraction.		overtime (drivers hours allowing).
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### Waste & Recycling – Roads & Infrastructure

Agency staff are a cost-effective way of managing the daily fluctuations in staffing levels in an essential service like this and it is expected and planned that a level of agency use will always be required to run this service in an efficient manner. However, the aim of the service is to recruit to its establishment level as this gives better control, quality of service and working terms for those employed.

## 7. OUTCOMES

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Customer Service Design</b>	Service provided to customer will be of improved quality due to permanently employed staff who are more experienced and have a better understanding of the service.
<b>Workforce</b>	Improved morale within team if staff are employed and workforce is more stable.

## 8. IMPACT

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Not required
<b>Data Protection Impact Assessment</b>	Not required
<b>Duty of Due Regard / Fairer Scotland Duty</b>	Not applicable

## 9. BACKGROUND PAPERS

Service Update Report to Staff Governance Committee on 1 November 2018

## 10. APPENDICES

**Appendix 1:** Promotional material to target long-distance drivers

## 11. REPORT AUTHOR CONTACT DETAILS

Paul McPherson  
Waste Collection Service Manager  
[pmcpherson@aberdeencity.gov.uk](mailto:pmcpherson@aberdeencity.gov.uk)  
01224 387601

Alan Robertson  
Structures Flooding and Coastal Engineering Manager  
[alanr@aberdeencity.gov.uk](mailto:alanr@aberdeencity.gov.uk)  
01224 522384

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Staff Governance Committee
<b>DATE</b>	18 March 2019
<b>REPORT TITLE</b>	HSE visit update: Bridge of Don Academy Asbestos Incident
<b>REPORT NUMBER</b>	GOV/19/211
<b>DIRECTORS</b>	Rob Polkinghorne/Steve Whyte
<b>CHIEF OFFICERS</b>	Mark Reilly/Stephen Booth/John Wilson
<b>REPORT AUTHOR</b>	Colin Leaver
<b>TERMS OF REFERENCE</b>	Purpose 8

### 1. PURPOSE OF REPORT

- 1.1 The report is to deliver the requested update on the re-visit by the Health and Safety Executive and provide further assurance to committee on the sufficiency of the remedial actions undertaken by Aberdeen City Council following an incident at Bridge of Don Academy on Thursday 12 July 2018.

### 2. RECOMMENDATION

- 2.1 That the Committee note the assurance provided in the report.

### 3. BACKGROUND

- 3.1 On the 12 July 2018 there was an accidental uncontrolled release of asbestos fibres at Bridge of Don Academy during work carried out by Building Services.
- 3.2 The incident was reportable to the Health and Safety Executive (HSE) and HSE undertook an investigation following which the Council received a letter (dated 28 November 2018), which detailed the contraventions discovered during their investigation.
- 3.3 A further meeting was held on Wednesday 13 February 2018 at which Aberdeen City Council officers met with the investigating HSE inspector to detail and discuss the remedial actions undertaken by each responsible officer to meet the requirements detailed in HSE's letter, which would ensure legal compliance
- 3.4 HSE had reviewed ACC's procedures during their investigation; the remedial actions HSE identified, which would be considered to make our procedures more robust were discussed at the meeting to ensure that these were sufficient to satisfy Aberdeen City Council's legal duties and met the required actions in the HSE letter.

- 3.5 The HSE inspector reported that they were satisfied with the procedures which Aberdeen City Council had in place and any remedial actions taken during their review to prevent a re-occurrence of a similar Bridge of Don-type incident.
- 3.6 They were also satisfied that the remedial training which had been rolled out to front line staff was suitable and sufficient to allow staff to have the knowledge to be able to respond correctly in cases where asbestos is discovered or disturbed during their work.
- 3.7 HSE were also content that the processes to follow in these circumstances were in a step-by-step document, which allowed reference if such an incident occurs.
- 3.8 HSE were also advised of a programme of 9 staff meetings on the culture of the organisation where 500 front-line staff within Building Services met; amongst other initiatives at these events they were briefed on what was required during asbestos work. These meetings also required front line staff to work through examples of where asbestos containing materials were located and what actions to take in these circumstances.
- 3.9 During the meeting with HSE the remedial actions undertaken by responsible officers were discussed and HSE reported that no further action will be required or taken as a result of this incident.
- 3.10 Additional to completing the HSE requirements a new procedure for managing asbestos damage in schools has been prepared and issued to schools which details guidance for all staff working in schools, on the action to be taken in the event of potential accidental release of asbestos.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 Aberdeen City Council have received and settled invoices for payment of fees set out in the Health and Safety and Nuclear (Fees) Regulations 2016, Regulations 22 and 23.
- 4.2 The HSE inspector has advised that further invoices may be raised in respect of this incident investigation, but the exact amounts were not available to them at this time.

#### **5. LEGAL IMPLICATIONS**

- 5.1 Following the HSE re-visit the Health and Safety Executive are now satisfied that Aberdeen City Council have implemented the required remedial actions to satisfy their legal duties.

## 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	Punitive costs	H	The actions taken will ensure compliance with statutory requirements and internal processes and procedures.
<b>Legal</b>	Prosecution	H	The actions taken will ensure compliance with statutory requirements and internal processes and procedures.
<b>Employee</b>	Civil claims if industrial disease diagnosed in future	L	The actions taken will ensure compliance with statutory requirements and internal processes and procedures.
<b>Reputational</b>	Loss of good reputation	M	The actions taken will ensure compliance with statutory requirements and internal processes and procedures.

## 7. OUTCOMES

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Governance</b>	The changes required by the HSE and subsequently implemented by ACC have resulted in the organisation meeting the required statutory requirements.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	N/A
<b>Data Protection Impact Assessment</b>	Not required
<b>Duty of Due Regard / Fairer Scotland Duty</b>	N/A

**9. BACKGROUND PAPERS**

None

**10. APPENDICES**

None.

**11. REPORT AUTHOR CONTACT DETAILS**

Colin Leaver  
Corporate Health and Safety Lead  
[cleaver@aberdeencity.gov.uk](mailto:cleaver@aberdeencity.gov.uk)  
(01224) 523092

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Staff Governance
<b>DATE</b>	18 March 2019
<b>REPORT TITLE</b>	Corporate Health and Safety October - December 2018
<b>REPORT NUMBER</b>	GOV/19/210
<b>DIRECTOR</b>	N/A
<b>CHIEF OFFICER</b>	Fraser Bell
<b>REPORT AUTHOR</b>	Colin Leaver
<b>TERMS OF REFERENCE</b>	5.2; 5.3

### 1. PURPOSE OF REPORT

- 1.1 The report summarises statistical health and safety performance information for the three-month reporting period October - December 2018 to provide the Committee with the opportunity to monitor compliance with health and safety legislation.

### 2. RECOMMENDATION

- 2.1 It is recommended that the Committee provides comments and observations on the health and safety information contained in the report.

### 3. BACKGROUND

- 3.1 This report contains statistical information on the three-month reporting period (October - December 2018) and a review of health and safety activities for the same period.

#### 3.2 Incidents (October - December 2018)

#### 3.3 Incident information:

The following table gives a breakdown of incidents across all Functions in Aberdeen City Council.

	1. RIDDOR Reportable employee (including absences over 7 days)	2. Non-RIDDOR reportable employee (absences of 4 to 7 days)	3. Non-RIDDOR reportable employee (absences of 0 to 3 days)	4. RIDDOR Reportable Non-employee	5. Non-RIDDOR reportable Non-employee
AHSCP	0	0	0	0	4
Commissioning	0	0	0	0	0
Customer	1	0	2	0	1
Governance	0	0	0	0	0
Operations	4	2	108	2	31
Place	1	0	1	0	0
Resources	0	0	0	0	0

3.4 The total of 119 incidents involving employees shows a small decrease from the total of incidents of 122 for the same reporting period in 2017.

3.5 When an incident is reported the corporate system generates an investigation report which the reporting officer is required to complete. This report highlights categories of criteria which require to be considered including root cause, action identified and completion dates. These investigation reports are reviewed and where non-compliant the reporting manager is contacted to advise on the need to complete and to be offered assistance with their investigation. For incidents where there is a requirement to RIDDOR report to HSE then the reporting manager is assisted in completing their investigation.

### 3.6 HSE Reportable incidents (October - December 2018)

3.7 During the reporting period 6 employees were injured in incidents, which required to be reported to HSE which were attributed to slips/trips and falls, which prevented the employee from working for 7 or more days. This is a reduction from 9 reportable incidents in the same reporting period last year.

### 3.8 Incident (reportable employee) frequency rates

Period – Quarterly	Reportable Incident rate	Reporting period
Oct - Dec 2018	0.75	2018/19

The above figures are calculated using the formula:

$$\text{Incidence rate} = \frac{\text{RIDDOR injuries per year}}{\text{Employment}} \times 1000$$

3.9 This figure has decreased from the reported figure for the corresponding period last year (Oct-Dec 2017) of 1.3 when there were 9 RIDDOR reportable incidents.

### 3.10 Reportable Diseases (October - December 2018)

There were no diseases reportable under RIDDOR; which was the case in the corresponding reporting period last year.

### 3.11 Near Miss information (October - December 2018)

3.12 Many safety activities are reactive, that is, they occur after an injury incident. By reporting near-miss incidents this promotes proactive safety. "Proactive" means raising awareness of potential hazards and mitigation strategies before an injury occurs. Recognising and reporting near-miss incidents can significantly improve employee safety and enhance the safety culture.

3.13 The table below shows relevant near miss information for October - December 2018.

	Near Misses Oct -Dec 2018	Employee at risk Oct -Dec 2018
AHSCP	15	13
Commissioning	0	0
Customer	25	19
Governance	1	1
Operations	130	106
Place	1	1
Resources	0	0
<b>Total</b>	<b>172</b>	<b>140</b>

3.14 The overall number of near misses increased slightly, from 157 for the same reporting period last year.

### 3.15 Enforcement interventions (HSE / SFRS)

3.16 There are occasions where HSE and Scottish Fire and Rescue Services (SFRS) contact Aberdeen City Council to request further information or ask for action to be taken with regard to the way Aberdeen City Council undertake their legal duties.

3.17 There were no interventions in this reporting period from either enforcing authority.

### 3.18 Health and safety training

3.19 A selection of training has been delivered over this quarter through the health and safety development programme.

Course – face to face (October -December 2018)	Number of courses	Number attended
First Aid (EFAW) 1 day	12	65
First Aid (FAW) 3 day	2	9
First Aid (FAW) 2 day Requalification	2	2
Evac Chair Operator Training	3	12
Fire Extinguisher Training	4	11
Developing Personal Resilience	1	9
Personal Wellbeing	5	37

Course – eLearning (October - December 2018)	Number of completions within the period October, November, December 2018
Basic Health and Safety Awareness	39
Asbestos awareness	48
Fire safety awareness	71
Fire warden responsibilities	16
Food hygiene L2 certificate	32
Moving and Handling Module 1- object handling	6
Moving and Handling Module 2 - object handling	6
Moving and Handling Module 3 – People handling	9
Prevent	80
Stress Awareness for Managers	3
Display Screen Equipment E-Learning	35

3.20 Clusters hold their own training records; however a project has been started to collate this information in one data source to be available when the CoreHR training module development has been completed. This will allow the organisation to be fully aware of the levels of training completion and ensure further that employees are receiving the required training to allow them to undertake their tasks safely and without risk to their health.

### 3.21 Fire risk assessment

3.22 Fire risk assessments are completed on a rolling 5-year programme. A total of 25 fire risk assessments were completed during this reporting period of which 9 of were completed in Bon Accord Care premises. The overall average compliance score was 82%.

### 3.23 Health and Safety Audits

3.24 The overall average audit score for all audits completed in a reporting quarter and for this reporting period was 69%.

3.25 The average figure has remained similar to the last four reporting quarters; those being between 63% and 72%. Currently the report is shared with each auditee and identified senior managers within each cluster. However work is being undertaken with Business Intelligence through their data forum procedures to have a recording and reporting system developed, which will allow reports to be available identifying actions which have not been completed by the required compliance date. This will allow the Function Health and Safety Groups to scrutinise the reports and hold responsible officers accountable. This should result in the safety management performance improving and messages to be spread across Clusters.

### **3.26 Compliance Monitoring**

3.27 A process of compliance visits has been carried out over the period looking at risk topics such as premises security, personal protective equipment, driver checks, provision and use of work equipment, manual handling operations, etc. The average score for all compliance visits completed was 69%. Again, the lessons need to be implemented and shared to ensure that employees and members of the public's safety is not being endangered. The average score for the same period last year was 74%; this score was for different topics so it is difficult to reach an exact comparison.

### **3.28 Health and safety policies and guidance**

3.29 There were no policies or procedures reviewed this reporting quarter. There is a draft document management programme being developed to ensure that all policies and procedures are reviewed at the required frequencies.

## **4. FINANCIAL IMPLICATIONS**

4.1 There are no direct Financial implications arising from the recommendations of this report. Analysis of the causes of the incidents, near misses and work-related absences and resultant improvements to prevent, where possible, reoccurrences, can reduce the financial exposure to the Council.

4.2 An effective health and safety management system in which risks are identified and either eliminated or reduced will result in a reduction of costs to the organisation.

4.3 If the Enforcing Authorities take a case to court against Aberdeen City Council for breaches of legislation then it could leave the Council liable to pay any fine or damages imposed and also for the costs of any subsequent civil claim, which follows where an individual has suffered personal injury.

## **5. LEGAL IMPLICATIONS**

5.1 Health and safety legislation requires that an organisation has a suitably robust safety management system to ensure the health safety and welfare of their employees. Where any incident is of sufficient seriousness there is the potential that the Enforcing Authorities will become involved and carry out their own

investigation into the circumstances of the incident. Any investigation could result in prosecution of the organisation and in some cases prosecution of managers and/or employees.

## 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	The risk is that any incident has the potential to bring a reduction in the overall budget in place to provide service delivery.	M	All tasks are risk assessed and the controls implemented and supervised by line managers. All employees are trained to a level where they are competent to carry out the work
Legal	There is the risk that any injury or serious health and safety incident could result in focus from the Health and Safety Executive which could result in enforcement action in the form of notices or prosecution.	M	As above.
Employee	The risk is that any health and safety incident can lead to an injury to an employee which could have the potential to temporarily or permanently affect either or both their employment or their life.	M	As above. If the task has been risk assessed; employees are trained, competent and supervised then there should be less likelihood of incidents.
Customer	The risk to our citizens is that we are unable to provide the same level of service delivery due to staff absences from illness and injury sustained during their work. Also there is the possibility of a reduced budget due to the associated financial costs.	M	Reducing the number of incidents will reduce the number of absences and the subsequent costs to the Council.
Reputational	Local and National press coverage of any incident can present reputational	M	Should be provided by each Function having a robust safety management system

	damage to the organisation.	in place. There are many facets to this which are important starting from ensuring employees are trained and competent, every hazard is risk assessed and up to carrying out investigation of near misses to ensure controls are reviewed to consider whether remedial actions are required.
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## 7. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	Local Authorities play a key role in local economic growth, e.g. investment in local infrastructure. Any detriment to this investment would have a detrimental effect on this investment. Therefore any financial burden placed on the organisation in the form of legal costs and punishment; staff absence which affects service provision can lead to a lesser level of funding for investment. The aim should be to be an organisation who considers the health and safety of its workforce to be paramount and a key element in service delivery. This focus is one key in having an engaged workforce and all the additional benefits associated with this; it will also reduce the likelihood of legal challenges and their associated costs.
<b>Prosperous People</b>	The workplace is an environment in which most adults spend a substantial fraction of their time. It has the potential to have both positive and negative influences on their health and well-being. Where there are continuing trends of incidents there is the risk that employees become disengaged with the organisation as they feel that there is no concern for their safety. There are many additional strands from disengaged employees: poor customer service, increased absence rates and reduced productivity.
<b>Prosperous Place</b>	An engaged workforce is best-placed to provide good service delivery to the residents of the City. Any financial penalties imposed by poor health and safety practices impacts on the provision of public services, especially in an environment of reducing budgets. The provision of good service to the residents would result in good public opinion, which would benefit the City, which

	can extend outwardly to visitors and businesses seeking to inwardly invest.
<b>Enabling Technology</b>	Each Function conducting an exercise where they conduct a skills and training analysis of their workforce with the results populating a skills and training matrix would benefit the organisation and give assurance that they have a workforce who have the competence levels to continue to provide Services in a safe manner. The current electronic reporting system can be utilised to assess where trends are apparent, and resource placed there to improve safety management systems.

### Design Principles of Target Operating Model

	<b>Impact</b>
<b>Governance</b>	This report gives the committee the opportunity to gain assurance that the Functions are managing health and safety effectively. This can be done by scrutinising the level of incidents as a trend and being allowed the opportunity to question relevant managers. Figures on audits, compliance monitoring and training which will allow the committee to gauge the effectiveness and suitability of the safety management system.
<b>Workforce</b>	The report gives the committee the opportunity to improve the health and safety management system, which would in turn reduce the risks to employees of being involved in an incident.
<b>Process Design</b>	This can allow the committee to identify where processes are failing to address safety risks.
<b>Partnerships and Alliances</b>	The report to committee allows Trade Unions, elected members and officers to collaborate on potential improvements to the Council's health and safety arrangements.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	EHRIA not required
<b>Data Protection Impact Assessment</b>	Not required
<b>Duty of Due Regard / Fairer Scotland Duty</b>	Not applicable

**9. BACKGROUND PAPERS**

N/A

**10. APPENDICES**

N/A

**11. REPORT AUTHOR CONTACT DETAILS**

Colin Leaver  
Corporate Health and Safety Lead  
cleaver@aberdeencity.gov.uk  
01224 523092

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Staff Governance Committee
<b>DATE</b>	18 March 2019
<b>REPORT TITLE</b>	Update on Behavioural Framework
<b>REPORT NUMBER</b>	RES/19/212
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	Isla Newcombe
<b>REPORT AUTHOR</b>	Dorothy Morrison / Dr Martin Wyllie
<b>TERMS OF REFERENCE</b>	6.1, 6.2

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Committee with the proposed Principles which will guide our behaviours and our relationships with colleagues and customers going forwards.

### 2. RECOMMENDATIONS

That Committee:

- 2.1 approve the proposed Guiding Principles;
- 2.2 agree that these build on, and should therefore replace, the organisation's current core behaviours; and
- 2.3 approve the proposals to embed these Principles across the organisation.

### 3. BACKGROUND

#### 3.1 Context

- 3.1.1 On 28 January 2019, the Chief Officer (Organisational Development) presented the Staff Governance Committee with a Service Update. This Update reviewed where the organisation is in the current context of transformation and existing financial challenges. It further noted that to deliver our purpose in this challenging context we need to change what we do and how we are as an organisation.

3.1.2 The Update outlined the 7 **organisational capabilities** which are being developed as part of phases 2 to 4 of transformation in order to ensure that we can meet these challenges:

- Managing demand through prevention and early intervention;
- Being flexible and adaptable;
- Ensuring accountability, transparency and openness;
- Becoming intelligence led;
- Encouraging inclusiveness, engagement and collaboration;
- Achieving consolidation and consistency; and
- Focussing on outcomes that make a difference.

3.1.3 These organisational capabilities flow from the design principles of the Target Operating Model. To fully realise these, we need to embed them in what we do as an organisation, as well as in our **skills, knowledge** and how we **behave** – both individually and collectively - (our **culture**).

3.1.4 In terms of **what** we do, the organisational capabilities represent 7 **programmes of work**, each containing a series of projects, to be delivered during phases 2 to 4 of transformation.

3.1.5 However, it is people who deliver for our customers and it is our culture and behaviours that can help or hinder the work that people are able to deliver. So, it will not be enough to deliver programmes of work if our **culture**, our **knowledge** and our **skills** do not also support these organisational capabilities.

3.1.6 To develop a culture where everyone feels connected to our purpose, and to each other, and feels able to challenge and support those around them if they are struggling to connect, a set of Guiding Principles have been co-created with colleagues across the organisation.

3.1.7 These Principles will:

- Bind us in a common understanding of what it means to work at and with Aberdeen City Council;
- Guide the way we interact with our customers, partners and each other;
- Guide our approach to decision making, processes and policies; and
- Ensure, at every level, we can challenge and support the way things are done.

3.1.8 To further support the Principles, examples are provided of what these look like and, conversely, what they don't look like in practice (behaviours). In this way we will ensure we have the flexibility and adaptability to respond to customer needs and be innovative in our approach, while at the same time providing sufficient structure to ensure clear expectations and accountability for everyone.

3.1.9 Once agreed the Guiding Principles and associated behaviours will not only underpin the way we all work on a day to day basis but will also sit within a wider capability framework to align individual capability with the 7 areas of organisational capability. This framework will be central to the 2019/20 re-launch of performance review and will include the knowledge, skills and behaviours we all need to be demonstrating and developing to deliver the outcomes of our roles and therefore the organisational capabilities.

## 3.2 Method

3.2.1 Over the last three months we have been working with staff from across the Council to co-create the Guiding Principles. This engagement took place in two phases.

3.2.2 **Phase 1** looked at defining what our culture needs to be in order to deliver the organisational capabilities. Over 800 people took part in this exercise including face to face workshops with 70 managers at the Leadership Forum, around 450 colleagues in Building Services and sessions with a range of teams including Governance, Facilities Management and Environmental Services. At the same time 120 employees from across the organisation took part on-line – either individually or with their teams. Trade Union colleagues also assisted by helping develop and support these activities as well as playing the role of critical friend.

3.2.3 A wide variety of responses were generated. From these the following common themes clearly emerged as being needed if we are to be a successful and capable organisation:

- We care about our **purpose**;
- So, we take **pride** in doing a good job;
- To do that, we work as one **team**;
- This means we **trust** each other and take **responsibility**; and
- We **value** each other and **recognise** a job well done.

3.2.4 In addition to the above, examples of behaviours also emerged describing what each Principle could look like in practice. These examples came from colleagues themselves, rather than being created separately to the staff who will experience them every day.

3.2.5 In **Phase 2** of the engagement staff were asked to help finalise what the Guiding Principles and behavioural descriptions should be. To achieve this a set of options for Principles and behaviours were developed. These were based on what seemed to matter most to staff and reflected the language actually used by those who participated in Phase 1.

3.2.6 Using an online survey, and paper-based versions where needed, staff were asked to vote on their preferred options using the following criteria:

- Which best support the organisational capabilities;
- Which would be meaningful and applicable to all staff;
- Which resonate with and inspire staff most;
- Which do staff not like at all; and
- What additional options, comments or changes would staff like to add.

3.2.7 A variety of methods were used to promote the survey and encourage uptake. These included the Transformation Zone, posters, direct emails to the Leadership Forum and to all staff, visits to locations such as Kittybrewster and Altens and offers of twilight sessions for teachers.

### 3.3 The Results

3.3.1 The survey was open from 25 January to 8 February. 1060 people responded. **Appendix A** shows the range of people who contributed. The outcomes of the voting, ranked in order of preference, can be found in **Appendix B** along with an explanation of any changes that were made as a result of feedback.

3.3.2 Once the voting closed, a further discussion was held with senior managers in order to ensure that the principles and associated behaviours were fully aligned to the 7 organisational capabilities essential to our transformation goals.

3.3.3 The final version of the 5 Guiding Principles and example behaviours can be found below. This takes into account all the voting as well as the feedback from staff and from senior management.

 We care about our purpose, our city and our people	
What this looks like when we're at our best	What this looks like when we're at our worst
<ul style="list-style-type: none"> <li>▪ We value people's voices which means we listen, seek to understand and then act</li> <li>▪ We look at the bigger picture - we focus on what matters for the city of Aberdeen</li> <li>▪ We step back and ask 'why' - we don't keep doing the same things and expecting a different outcome</li> <li>▪ We look for how technology can take us forward but we also know when the human touch is needed</li> <li>▪ We act with integrity - we show moral courage – we do the decent thing</li> <li>▪ Customers are not a number – we care and show empathy – we support the most vulnerable and encourage the most able</li> </ul>	<ul style="list-style-type: none"> <li>▪ Knowing something is rubbish or wasteful but doing it anyway</li> <li>▪ Not listening or ignoring people's needs</li> <li>▪ We know best 'ivory tower' thinking</li> <li>▪ Being careless with data, resources, time or people</li> <li>▪ Acting on personal preference or assumptions rather than facts</li> </ul>



### We take pride in what we do and work to make things better

What this looks like when we're at our best	What this looks like when we're at our worst
<ul style="list-style-type: none"> <li>▪ We look at the evidence – then focus on making things better</li> <li>▪ We encourage new thinking and build on each other's ideas</li> <li>▪ Every interaction counts – we leave things better than we found them</li> <li>▪ We embrace the new - we are creative and find ways to make things better</li> <li>▪ We are positive and 'can-do'</li> <li>▪ We <i>are</i> the organisation – we promote the good things we do</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not willing to do things differently or move with the times</li> <li>▪ Ignoring issues</li> <li>▪ Being careless with council resources</li> <li>▪ Having a negative attitude</li> <li>▪ Dumping work on others</li> <li>▪ Receiving and accepting poor standards of work</li> <li>▪ Talking the organisation down</li> </ul>



### One team, one council, one city

What this looks like when we're at our best	What this looks like when we're at our worst
<ul style="list-style-type: none"> <li>▪ We are open, honest and transparent</li> <li>▪ We find ways to work together rather than reasons not to</li> <li>▪ We pull our weight – we rely on each other and can be relied on</li> <li>▪ We look carefully at what already exists – we don't 'reinvent the wheel'</li> <li>▪ Everyone belongs - we create a good team spirit - no-one's left behind - we include everyone</li> <li>▪ If we see an opportunity to help someone, we do so</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of communication - not passing information on</li> <li>▪ Creating division through hierarchy, cliques and silos</li> <li>▪ Poor collaborative work between teams</li> <li>▪ Passing the buck or playing the blame game</li> <li>▪ Ignoring each other's needs, safety and wellbeing</li> </ul>



### We trust each other and take responsibility

What this looks like when we're at our best	What this looks like when we're at our worst
<ul style="list-style-type: none"> <li>▪ We face up to things - we learn from mistakes and move on</li> <li>▪ Every day's a school day – we look for ways to improve, we're open to feedback to help us develop</li> <li>▪ We step up, take ownership and deliver a great job</li> <li>▪ We're open about what we're doing and encourage input from others</li> <li>▪ We make every penny count – we spend public money wisely</li> <li>▪ If we see something that needs changed, we do something to change it</li> <li>▪ We do what we say we'll do</li> </ul>	<ul style="list-style-type: none"> <li>▪ That's not my job</li> <li>▪ Moaning but not doing anything about it</li> <li>▪ Hiding things or sweeping them under the carpet</li> <li>▪ Micro-managing</li> <li>▪ Slopey shoulders</li> <li>▪ Being hypocritical</li> <li>▪ Saying one thing and doing another</li> </ul>



### We value each other and recognise a job well done

What this looks like when we're at our best	What this looks like when we're at our worst
<ul style="list-style-type: none"> <li>▪ We treat people with dignity and respect - we're all equal - we're all people</li> <li>▪ We act and speak in a way which is positive, motivating and encouraging</li> <li>▪ Thank you goes a long way - we appreciate each other</li> <li>▪ We notice, recognise and celebrate good work</li> <li>▪ We value everyone but call out poor performance when we see it</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plenty negative feedback but not so much positive</li> <li>▪ Deliberately putting someone else down</li> <li>▪ The more you do, the less thanks</li> <li>▪ Being spoken to like a child</li> <li>▪ Getting defensive</li> <li>▪ Using jargon</li> </ul>

3.3.4 As noted above, the Principles must support and enable the organisational capabilities. The colour-coded table below illustrates how the behaviours, and therefore the Principles, link to each of the capabilities.

Organisational capability	Behaviours
Managing demand through prevention and early intervention	<ul style="list-style-type: none"> <li>▪ We look for how technology can take us forward but we also know when the human touch is needed</li> <li>▪ We step back and ask 'why' - we don't keep doing the same things and expecting a different outcome</li> <li>▪ Customers are not a number – we care and show empathy – we support the most vulnerable and encourage the most able</li> </ul>
Being flexible and adaptable	<ul style="list-style-type: none"> <li>▪ We embrace the new - we are creative and find ways to make things better</li> <li>▪ We are positive and 'can-do'</li> <li>▪ We encourage new thinking and build on each other's ideas</li> </ul>
Ensuring accountability, transparency and openness	<ul style="list-style-type: none"> <li>▪ We step up, take ownership and deliver a great job</li> <li>▪ We're open about what we're doing and encourage input from others</li> <li>▪ Every day's a school day – we look for ways to improve – we're open to feedback which will help us develop</li> <li>▪ We make every penny count – we spend public money wisely</li> <li>▪ We face up to things - we learn from mistakes and move on</li> <li>▪ If we see something that needs changed we do something to change it</li> <li>▪ We do what we say we'll do</li> <li>▪ We pull our weight – we rely on each other and can be relied on</li> <li>▪ We are open, honest and transparent</li> <li>▪ We value everyone but call out poor performance when we see it</li> </ul>
Becoming intelligence led	<ul style="list-style-type: none"> <li>▪ We value people's voices which means we listen, seek to understand and then act</li> <li>▪ We look at the bigger picture - we focus on what matters for the people of Aberdeen</li> <li>▪ We look at the evidence then focus on making things better</li> </ul>
Encouraging inclusiveness, engagement and collaboration	<ul style="list-style-type: none"> <li>▪ We treat people with dignity and respect – we're all equal – we're all people</li> <li>▪ Thank you goes a long way - we appreciate each other</li> <li>▪ We act and speak in a way which is positive, motivating and encouraging</li> <li>▪ We notice, recognise and celebrate good work</li> <li>▪ Everyone belongs - we create a good team spirit - no-one's left behind - we include everyone</li> <li>▪ If we see an opportunity to help someone, we do so</li> </ul>
Achieving consolidation and consistency	<ul style="list-style-type: none"> <li>▪ We find ways to work together rather than reasons not to</li> <li>▪ We look carefully at what already exists – we don't 'reinvent the wheel'</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Every interaction counts – we leave things better than we found them</li> </ul>
Focussing on outcomes that make a difference	<ul style="list-style-type: none"> <li>▪ We act with integrity - we show moral courage – we do the decent thing</li> <li>▪ We are the organisation – we promote the good things we do</li> </ul>

### 3.4 In summary

3.4.1 The Guiding Principles form part of a major piece of work to develop our **culture** and our **capabilities**. If approved by Committee, they will start to influence how we work and interact with each other and move us towards a **culture** which will achieve our organisational capabilities. They will also provide a platform to develop individual capability at all levels once they are added to the skills and knowledge identified in the capability frameworks.

3.4.2 This will provide real **clarity** across the organisation about what is expected. It will also create a robust and transparent means of **accountability** through the revised performance review process, as well as a basis for focused and targeted **support** and development programmes.

3.4.3 The Guiding Principles are likely to remain relevant for the next 2-5 years. There will, however, be a need to review the behaviours on approximately an annual basis to ensure they continue to reflect the key drivers of change in any specific year.

## 4. Next Steps

4.4.1 A Workforce Development Plan which clearly sets out how we will further develop our culture and capabilities will be brought back to the Staff Governance Committee in June. This will include an organisational capability framework, skills development plan, organisational workforce plan and revised performance review proposals.

4.4.2 The outcomes of all this work should have a significant impact on the way we operate in future. It will therefore be important to ensure that we are able to demonstrate that impact. As such, measurements of culture and capability are being developed which will allow us to assess this and work collaboratively to identify any changes needed where there are gaps or adaptations required to our approach.

4.4.3 In terms of practical steps, if the Guiding Principles and behaviours are approved, we will continue to engage with staff across the organisation to co-create and deliver:

- A culture programme to support colleagues to learn and change ways of working in line with the Principles. This will be led by ECMT in order to demonstrate visible leadership but will equally involve distributed leadership through the Leadership Forum and through the active involvement of champions within services and teams;

- A revised performance review process which brings the Principles and behaviours to life as part of regular conversations between line managers and teams;
- A review of our policies, processes and ways of working to ensure alignment to the Guiding Principles;
- Means and methods to improve communication in areas where engagement round the Principles was low;
- A means to continue to involve and engage staff in the regular review of the behaviours to ensure they continue to reflect the key drivers of change.

## 5. FINANCIAL IMPLICATIONS

5.1 There are no direct financial implications arising from the recommendations of this report. There will be a need for a programme of support for managers and employees in applying the Guiding Principles, however, this will be led internally and any costs can be accommodated within the Corporate Training Budget.

## 6. LEGAL IMPLICATIONS

6.1 There are no direct legal implications arising from the recommendations of this report.

## 7. MANAGEMENT OF RISK

	<b>Risk</b>	<b>Low (L), Medium (M), High (H)</b>	<b>Mitigation</b>
<b>Financial</b>	None		
<b>Legal</b>	None		
<b>Employee</b>	The Principles are intended to promote a culture which focuses on performance, improvement, staff morale, well-being and confidence. As such they should have a positive impact on productivity, absence and employee relations. There is a risk that if not sufficiently well communicated and embedded this intended impact is not realised.	M	A culture programme led by ECMT will follow the introduction of the Principles. This will involve all staff and will consist of a range of methods including identifying cultural champions/ influencers in services. The Principles will also form part of the revised performance review process and as such will be part of regular discussions with employees. Base-line measures are being gathered so that we can assess the impact of the

			change in culture and develop appropriate interventions where necessary.
<b>Customer</b>	The Principles are intended to promote a culture which encourages self-sufficiency while at the same time protecting our more vulnerable customers. As such they should impact positively on customer satisfaction. There is a risk that if not sufficiently well communicated and embedded this intended impact is not realised.	M	The Principles will link closely to the customer standards which are being developed and which will form part of the culture programme.
<b>Environment</b>	None		
<b>Technology</b>	The Principles are intended to promote a culture which supports a digital and improvement mind-set. There is a risk that if not sufficiently well communicated this intended impact is not realised.	M	As part of the skills development programme a digital skills strand is being developed which will not only look at technical skills but also at the behaviour and culture which supports a digital mind-set. This will form part of the culture programme roll-out.
<b>Reputational</b>	Implementing a set of cultural Principles which support our capabilities and our workforce should impact positively on our reputation as an employer and therefore on our ability to recruit and retain staff.	M	Once agreed the Principles will be published on our website as part of our employer brand and promoted through onboarding and induction.

## 8. IMPACT

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous People</b>	The impact of this proposal is primarily internal and intended to make employees more confident and resilient. This should, in turn, impact on their ability to carry out their roles

	and therefore improve the services delivered to our customers.
<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Workforce</b>	The proposal is intended to align the culture of the organisation with our organisational capabilities and therefore to improve employee confidence, productivity, morale and well-being.

## 9. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Required
<b>Data Protection Impact Assessment</b>	Not required
<b>Duty of Due Regard / Fairer Scotland Duty</b>	Not applicable

## 10. BACKGROUND PAPERS

None

## 11. REPORT AUTHOR DETAILS

Dorothy Morrison  
 People Development Lead  
 E-mail [dmorrison@aberdeencity.gov.uk](mailto:dmorrison@aberdeencity.gov.uk)  
 Tel: (01224) 523079

Dr Martin Wyllie  
 People Development Adviser  
 E-mail [mwyllie@aberdeencity.gov.uk](mailto:mwyllie@aberdeencity.gov.uk)  
 Tel: (01224) 523536



## Appendix B: Outcomes of final staff vote on Guiding Principles

The vote was open from Friday 25 January to Friday 8 February. 1060 people participated. The outcomes can be found in the tables below.

**Table 1** shows the five themes identified in Phase 1 and the optional **Principles** presented to staff under each theme. Staff were asked to indicate which expression of the Principle resonated most with them and – conversely - which did not. The top voted Principle is in green, red indicates the Principle with the highest number of ‘no – definitely not this’ votes.

**Table 2** shows each top voted Guiding Principle along with the **behavioural indicators** for what that Principle looks like – and doesn’t look like – in practice. Again, these are ranked in order based on the staff vote. In some cases changes were made to the original wording or additional indicators were added based on feedback from staff and senior management, where this is the case the explanation for the change or addition is given below each Principle.

Table 1: Guiding Principles

Theme	Top voted expression of this theme as a principle	YES!! THIS!!	Definitely not this	
 <b>PURPOSE</b>	We care about our purpose, our city and our people	We care about our purpose, our city and our people	608	69
		We care about our purpose - we are here to make a difference	436	121
		We care about our purpose	295	207
		We care about our purpose - we build communities with communities and shape the future of the city together	294	349
		We care about our purpose - we make Aberdeen shine	160	535
 <b>PRIDE</b>	We take pride in what we do and work to make things better	We take pride in what we do and work to make things better	449	65
		We take pride in our city – and work to make things better	415	67
		We take pride in doing a good job	359	148
		Take pride in the city - take responsibility for making it better	307	167
		We take pride - we create a sense of place, a sense of community and a sense of belonging	293	267
 <b>ONE TEAM</b>	One City, One Council, One Team	One City, One Council, One Team	426	168
		We are one team	265	147
		We work as one team	258	141
		None of us are as clever as all of us – we are one team, we share and collaborate	231	397
 <b>TRUST AND RESPONSIBILITY</b>	We trust each other and take responsibility	We trust each other and take responsibility	427	73
		We are accountable	312	123
		We take responsibility, we give responsibility	322	200
		We hold ourselves and each other to account	305	149
		We trust each other	255	173
 <b>VALUE AND RECOGNITION</b>	We value each other and recognise a job well done	We value each other and recognise a job well done	514	51
		We treat everyone equally and appreciate everyone individually	420	122
		Everyone has value. No Exceptions. No Excuses	257	138
		We value everyone	263	241
		We care about relationships	174	247

Table 2: Behaviours



## We care about our purpose, our city and our people

At our best ...		At our worst, this looks like ...	
We value people's voices which means we listen, seek to understand and then act	598	Knowing something is rubbish or wasteful but doing it anyway	695
We look at the bigger picture - we focus on what matters for the city of Aberdeen	472	Not listening or ignoring people's needs	645
We step back and ask 'why' - we don't keep doing the same things and expect a different outcome	437	'We know best' – ivory tower thinking	567
We look for how technology can take us forward but we also know when the human touch is needed	404	Being careless with data, resources, time or people	432
We act with integrity - we show moral courage – we do the decent thing	386	Hiding behind emails instead of having a conversation	413
Customers are not a number - we wear our customers' shoes - we care and show empathy	323	Getting into arguments or conflict with customers	224
Language matters - It's 'our council' not 'the council', it's 'us' not 'them'. Its 'we' not 'me'	229		
We promote choice	104		

### Changes made as a result of feedback:

- The 6 top voted behaviours were selected for the final version of example behaviours
- The organisational capability 'Managing demand through early intervention and prevention' seeks to promote self-service and self-sufficiency, at the same time, staff expressed concerns, through the feedback, about focussing too much on technology and digital solutions at the expense of our more vulnerable customers; one suggestion was to include an additional indicator '*We support the most vulnerable and encourage the most able*'. This has been combined with '*Customers are not a number*' to read '*Customers are not a number – we care and show empathy – we support the most vulnerable and encourage the most able*'
- The 4 top voted 'at our worst' were selected for the final version of example behaviours
- '*Hiding behind emails instead of having a conversation*' was removed on the basis that it focuses on staff with ready access to technology and therefore doesn't meet the criteria of being applicable to all employees
- '*Acting on personal preference or assumptions rather than facts*' was added based on a range of feedback around the need for decisions to be transparent and evidence-based; this supports the organisational capability 'Becoming Intelligence-Led'.



## We take pride in what we do and work to make things better

At our best ...		At our worst, this looks like ...	
We look at the evidence – then focus on making things better	413	Not willing to do things differently or move with the times	541
We encourage new thinking and build on each other's ideas	386	Ignoring issues	452
Every interaction counts – we leave things better than we found them	357	Being careless with council resources	397
We embrace the new - we are creative and find ways to make things better	341	Having a bad attitude	369
We are positive and 'can-do'	310	Dumping work on others	316
We stay ahead of the game - we are forward looking - we plan ahead	250	Poor workmanship	256
We are all leaders in what we do - we motivate and inspire	188	Not giving a monkey's	251
We go the extra mile to make Aberdeen shine, even when times are tough	185	Slagging off the council	227
We're not afraid to be different – quirky is good!	153	Acting politically, eg leaking things to the press	145
We are the organisation - we don't talk ourselves down	114		
People first, digital always	72		

### Changes made as a result of feedback:

- The 5 top voted behaviours were selected for the final version of the example behaviours
- Talking positively about the organisation was felt to be important to our first Principle '*We care about our purpose, our city and our people*'. However, '*We are the organisation – we don't talk ourselves down*' was among the lower voted behaviours. There was a view that this may have been because the existing wording was seen as negative. This has been re-worded to '*We are the organisation - we promote the good things we do*' with an 'at our worst' indicator of '*Talking the organisation down*'
- The 6 top voted 'at our worst' were selected for the final version of the example behaviours with the following amendments:
  - Feedback was that '*Having a bad attitude*' is subjective and could therefore be interpreted in different ways by different people; this has been re-worded to '*Having a negative attitude*'
  - There was a range of feedback around tolerating poor work from others '*Poor workmanship*' has therefore been expanded to '*Receiving and accepting poor standards of work*'.



## One City, One Council, One Team

At our best ...		At our worst, this looks like ...	
We are open, honest and transparent	509	Lack of communication - not passing information on	547
We find ways to work together rather than reasons not to	464	Hierarchy – having an upstairs/ downstairs attitude or a ‘them and us’ mentality	490
We pull our weight – we rely on each other and can be relied on	314	Poor collaborative work between interacting services	472
We look carefully at what already exists – we don’t ‘reinvent the wheel’	298	Passing the buck or playing the blame game	433
Everyone belongs - we create a good team spirit - no-one’s left behind - we include everyone	274	Ignoring each other’s needs and wellbeing	239
We act with good intent and assume good intent	252	Creating or maintaining silos	209
We are a community – we are connected - we look after each other – we are kind to each other and care about each other's and wellbeing	244	Having 'groupies' or 'cliques'	201
We trust each other	197	One-up-man ship	137
We are invested in each other’s success	160	Excluding others	125
		Being a mood-hoover	78

### Changes made as a result of feedback:

- A suggestion was made to change the wording of the Principle ‘*One city, one council, one team*’ - to ‘*One team, one council, one city*’ to give a feel of moving forward and broadening out rather than narrowing down; this change was agreed by senior management
- The 5 top voted behaviours were selected for the final version of the example behaviours
- Feedback indicated a potential gap around simply helping and supporting others; ‘*If we see an opportunity to help someone, we do so*’ was therefore added
- The top 5 voted ‘at our worst’ were selected for the final version of the example behaviours with the following amendments:
  - It was noted that ‘*Hierarchy*’ is not the only way in which divisions are created at work so this has been combined with the indicators ‘*Having groupies or cliques*’ and ‘*Creating and maintaining silos*’ to read ‘*Creating division through hierarchy, cliques and silos*’
  - ‘*Poor collaborative work between interacting services*’ – the term ‘*interacting services*’ was seen as too ‘corporate’ – this has been changed to ‘*Poor collaborative work between teams*’
  - ‘*Ignoring each other’s needs and wellbeing*’ - the word ‘*safety*’ was added on the basis that this is not referenced anywhere else despite its importance; it now reads ‘*Ignoring each other’s needs, safety and wellbeing*’.



## We trust each other and take responsibility

At our best ...		At our worst, this looks like ...	
We face up to things - we learn from mistakes and move on	429	That's not my job	540
Every day's a school day – we look for ways to improve, we're open to feedback to help us develop	352	Moaning but not doing anything about it	533
I step up, I take ownership and deliver a great job	321	Hiding things or sweeping them under the carpet	402
I'm open about what I'm doing and encourage input from others	318	Micro-managing	363
We make every penny count – we know it's public money	270	Slopy shoulders	346
If I see something that needs changed, I do something to change it	260	Being hypocritical	187
If my name's against something, you can rely on me.	219	Walking into a dump and leaving it a dump	154
We live up to the principles – and call it out when it isn't happening	191	Ignoring a ringing phone	151
We all have a voice – we get involved	168	Victim-mentality	123
We don't make a meal of a job – we just do it	129		
I'm not just an (insert job title here) – I am a public servant.	105		

### Changes made as a result of feedback:

- The 6 top voted behaviours were selected for the final version of the example behaviours
- All reference to 'I' was changed to 'we' to keep things consistent
- 'We make every penny count – we know it's public money' was changed to 'We make every penny count – we spend public money wisely' in order to combine two of the original suggestions by staff
- Trust was seen as key – this has been highlighted in the last two Employee Opinion Surveys; the twin concepts of 'reliability' and 'consistency' form part of the foundations of trust so, in order to capture this, 'we do what we say we'll do' was added as to 'at our best' and 'saying one thing and doing another' to 'at our worst'
- The 6 top voted 'at our worst' behaviours were selected for the final version of the example behaviours



## We value each other and recognise a job well done.

At our best ...		At our worst, this looks like ...	
We treat people with dignity and respect - we're all equal - we're all adults	637	Plenty negative feedback but not so much positive	473
We act and speak in a way which is positive, motivating and encouraging	613	Bullying	388
Thank you goes a long way - we appreciate each other	603	Constantly criticising	362
We notice, recognise and celebrate a job well done	523	The more you do, the less thanks	319
We respect the past and know our roots - we recognise progress that has already been made	184	Being spoken to like a child	303
		Getting defensive	259
		Using jargon	259
		Treating people like mushrooms	199
		Presumed guilt	130

### Changes made as a result of feedback:

- The 4 top voted behaviours were selected for the final version of the example behaviours
- *'We notice, recognise and celebrate a job well done'* was changed to *'We notice, recognise and celebrate good work'* in order to avoid duplicating the wording in the Principle itself
- *'We value everyone but call out poor performance when we see it'* was added based on the strength of feedback about the need to challenge and address poor performance and behaviour
- The 6 top voted 'at our worst' were selected for the final version of the example behaviours with the following amendments:
  - *'Constantly criticising'* was removed on the basis that this is already captured in *'plenty negative feedback but not so much positive'*
  - The term *'Bullying'* was questioned on the basis that this takes many different forms and so an overall term was not seen as specific enough; in the descriptions of this behaviour given in the feedback the themes seemed to be about deliberately putting others down or making them feel small – this has therefore been changed to *'deliberately putting someone else down'*.