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To: Councillor Laing, Convener; Councillor Lumsden, Vice Convener; and Councillors Boulton, Jackie Dunbar, Flynn, Grant, Houghton, Nicoll and Yuill.

Town House,
ABERDEEN, 5 July 2018

URGENT BUSINESS COMMITTEE

The Members of the **URGENT BUSINESS COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **FRIDAY, 6 JULY 2018 at 2.00 pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

- 1 Determination of Urgent Business

DECLARATIONS OF INTEREST

- 2 Members are requested to intimate any declarations of interest (Pages 3 - 4)

REQUESTS FOR DEPUTATION

- 3 Requests for Deputation

GENERAL BUSINESS

- 4 Prospective Appointments (i) ALEOs; and (ii) Chief Officer - Organisational Development (Pages 5 - 18)

CONFIDENTIAL BUSINESS

5 ALEOs - Board Appointments - Appendix B (Pages 19 - 20)

EHRIAs related to reports on this agenda can be viewed at
[Equality and Human Rights Impact Assessments](#)

To access the Service Updates for this Committee please use the following link:
<https://committees.aberdeencity.gov.uk/ecCatDisplayClassic.aspx?sch=doc&cat=13450&path=0>

Website Address: www.aberdeencity.gov.uk

Should you require any further information about this agenda, please contact Martyn Orchard 01224 523097 or email morchard@aberdeencity.gov.uk

Agenda Item 2

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether reports for meetings raise any issue of declaration of interest. Your declaration of interest must be made under the standing item on the agenda, however if you do identify the need for a declaration of interest only when a particular matter is being discussed then you must declare the interest as soon as you realise it is necessary. The following wording may be helpful for you in making your declaration.

I declare an interest in item (x) for the following reasons

For example, I know the applicant / I am a member of the Board of X / I am employed by...
and I will therefore withdraw from the meeting room during any discussion and voting on that item.

OR

I have considered whether I require to declare an interest in item (x) for the following reasons however, having applied the objective test, I consider that my interest is so remote / insignificant that it does not require me to remove myself from consideration of the item.

OR

I declare an interest in item (x) for the following reasons however I consider that a specific exclusion applies as my interest is as a member of xxxx, which is

- (a) a devolved public body as defined in Schedule 3 to the Act;
- (b) a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
- (c) a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise; or
- (d) a body being a company:-
 - i. established wholly or mainly for the purpose of providing services to the Councillor's local authority; and
 - ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

OR

I declare an interest in item (x) for the following reasons.....and although the body is covered by a specific exclusion, the matter before the Committee is one that is quasi-judicial / regulatory in nature where the body I am a member of:

- is applying for a licence, a consent or an approval
- is making an objection or representation
- has a material interest concerning a licence consent or approval
- is the subject of a statutory order of a regulatory nature made or proposed to be made by the local authority.... and I will therefore withdraw from the meeting room during any discussion and voting on that item.

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ABERDEEN CITY COUNCIL

COMMITTEE	Urgent Business Committee
DATE	6 July 2018
REPORT TITLE	Prospective Appointments (i) ALEOs and (ii) Chief Officer - Organisational Development
REPORT NUMBER	
DIRECTOR	Steven Whyte
CHIEF OFFICER	Morven Spalding (interim)/Craig Innes
REPORT AUTHORS	Lesley Strachan/Roderick MacBeath/Steven Inglis
TERMS OF REFERENCE	Purpose 1

1. PURPOSE OF REPORT

- 1.1 To seek approval of the processes in respect of board appointments to Bon Accord Care Ltd (BAC) and Bon Accord Support Services Ltd (BASS), to seek approval of board appointments to Aberdeen Sports Village Ltd (ASV), and to seek approval to amend the role of the Chief Officer – People and Organisation, prior to recruiting, all as detailed in this report.

2. RECOMMENDATIONS

That the Committee:-

Bon Accord Care/Bon Accord Support Services

- 2.1 Directs Bon Accord Care Ltd (BAC) and Bon Accord Support Services Ltd (BASS) to follow the recruitment processes and establish an appointments panel (all as detailed in section 3 of the report) to identify a preferred candidate for the posts of Managing Director of BAC and BASS (the same individual to be appointed as Managing Director of both BAC and BASS);
- 2.2 Delegates authority to the Chief Officer - Governance, following consultation with the Director of Resources, to undertake any necessary actions or procedures, and to sign any documentation, on behalf of the Council as sole member of BAC and BASS in order to finalise the appointments to these Managing Director posts;
- 2.3 Authorises Bon Accord Care Ltd (BAC) and Bon Accord Support Services Ltd (BASS) to follow a recruitment process including establishing an appointments

panel for preferred candidates (which panel will include a Council director and the Leader of the Council) and to take such other action as necessary so as to identify preferred candidates for other future vacant Director posts relating to BAC and BASS, whether managing director or otherwise;

- 2.4 Delegates authority to the Chief Officer - Governance, following consultation with the Director of Resources, to undertake any necessary actions or procedures, and to sign any documentation, on behalf of the Council as sole member of BAC and BASS in order to finalise any future Director appointments, whether managing director or otherwise;

Aberdeen Sports Village

- 2.5 Appoints the preferred candidate identified in Appendix B as a Council nominated Director to the Board of Aberdeen Sports Village Ltd;
- 2.6 Approves the proposal by the University of Aberdeen to appoint its preferred candidate identified in Appendix B as a Director to the Board of Aberdeen Sports Village Ltd;

Chief Officer - People and Organisation

- 2.7 Approves a change in job title for the Chief Officer – People and Organisation to Chief Officer - Organisational Development to reflect the requirements of the role.
- 2.8 Approves the revised job profile for the role of Chief Officer - Organisational Development as attached at Appendix A; and
- 2.9 Agrees that the Interim Chief Officer – People and Organisation carry out a recruitment campaign, led and managed by the Council, to the aforementioned post and then to follow the previously agreed selection process for Chief Officer appointments.

3. BACKGROUND

Bon Accord Care/ Bon Accord Support Services

- 3.1 Bon Accord Care Ltd (Company No. SC416826) (“BAC”) and Bon Accord Support Services Ltd (Company No. SC432814) (“BASS”) provide social care services within the city. Both companies are wholly owned by the Council and are known collectively as Bon Accord Care. BAC is the body which undertakes the Council’s statutory duty as provider of last resort.
- 3.2 Following the resignation of the Managing Director of BAC and BASS, the Boards of Directors of both companies (the membership of both Boards is identical) wish to proceed with the recruitment and selection of a new Managing Director and, as this is a time-critical post, to commence the process as soon as is practicable. The same individual is to be appointed as Managing Director

of BAC and BASS.

- 3.3 In terms of process, BAC and BASS will select a recruitment consultant to support the recruitment and selection process, which will include an advertising campaign and executive search to target suitably qualified candidates.
- 3.4 It is proposed that the Council directs BAC and BASS to establish an appointment panel to identify a preferred candidate for the posts of Managing Director of BAC and BASS and preferred candidates for any future Director posts relating to BAC and BASS, the panel to include a Council Director and one of the Council Leaders with the remainder of the panel membership to be determined by BAC and BASS. It is also proposed that authority be delegated to the Chief Officer - Governance (following consultation with the Director of Resources) to undertake any necessary actions or procedures, and to sign any documentation, on behalf of the Council as sole member of BAC and BASS in order to finalise the appointments to these Managing Director posts and any future Director posts relating to BAC and BASS.
- 3.5 Part of the selection process will include an assessment centre. This will include a session with Council and Integration Joint Board (IJB) representation. The process will conclude with interviews by the appointments panel.
- 3.6 It is anticipated that there may be a gap between the departure of the current Managing Director and the successful candidate commencing. This period will be covered by an Interim Managing Director on an Acting basis.

Aberdeen Sports Village

- 3.7 The Council and the University Court of the University of Aberdeen each appoint four Directors to the Board of Aberdeen Sports Village Ltd (ASV), being two of their own members and two external appointees in each case. Concurrent vacancies occurred and interviews took place on 5th June 2018. The preferred candidate as the Council nominated Director is identified in Appendix B. The preferred candidate as the University Court nominated Director is also named in Appendix B and the Council has been invited to confirm that it has no objection to this nomination. (The University Court has a similar right in respect of the Council's nomination) Approval of Council is sought to appoint the preferred candidate identified in Appendix B as a Council nominated Director to the Board of Aberdeen Sports Village Ltd. Approval is also sought of the proposal by the University of Aberdeen to appoint its preferred candidate identified in Appendix B as a Director to the Board of Aberdeen Sports Village Ltd.

Chief Officer - People and Organisation

- 3.8 All 13 of the Chief Officer roles approved in the Council Report of December 2017 have now been filled, except for the Chief Officer – People and Organisation.
- 3.9 To date, there have been three attempts to recruit to this role and each time it has been unsuccessful. Initially, the role was advertised internally, along with

all the other Chief Officers in January 2018. The decision of Appointment Panel in February 2018 was that there were no suitable candidates and that the role be advertised externally.

- 3.10 In February 2018, the role was advertised externally along with 4 other Chief Officer roles. This was part of a significant advertising campaign where the role was advertised in local and national press, online and in 'People Management' the specialist journal for the Chartered Institute of Personnel and Development (CIPD). In addition, our Recruitment Partner, Penna undertook a comprehensive executive search exercise to source appropriate candidates.
- 3.11 This external advertising stage of the process delivered a shortlist of 4 candidates, but for a variety of reasons, all candidates withdrew before the interview stage. At this point, in March 2018, the Council's recruitment partner Penna were asked to conduct a further targeted search focused on candidates within the Scottish Public Sector. This search produced a further 2 candidates which the Appointment Panel approved for the selection stage. Once again, one candidate withdrew, leaving just one candidate for Appointment Panel Interview. The outcome of the Appointment Panel in May 2018 was that this candidate was not appointable.
- 3.12 Feedback was sought from Penna as to the reasons why the Council has been unable to source appropriately qualified and skilled candidates for this role. Aberdeen's geographical location is one, with candidates having to relocate for the role, however, another significant factor is that candidates tend either to have a generalist HR / Employee Relations background or an Organisational Development background, but not to have both skillsets.
- 3.13 Consideration has been given to the job profile for the role and it has been confirmed it has been graded and evaluated correctly. It is therefore proposed that the job profile and job title be changed and to advertise the revised role externally.
- 3.14 The revised role has been changed to align to a 'future focussed' Council concentrating on building the talent for the future for the organisation rather than leading on HR and Employee Relations elements which will be assigned to an alternative cluster.
- 3.15 The new profile is attached at Appendix A. The Chief Officer - Organisational Development job profile has been evaluated at Chief Officer point 27, salary £68,806.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications as a result of the Bon Accord Care element of this report as recruitment costs will be met by BAC and BASS. There are no costs in respect of the ASV appointment. The recruitment and selection process for the post of Chief Officer – Organisational Development will be conducted

using in-house resource and, where applicable, additional costs will be met from existing budgets.

5. LEGAL IMPLICATIONS

- 5.1 Proposals in relation to BAC, BASS and ASV are in accordance with their respective Articles of Association. There are no legal implications arising in relation to the proposed changes to the Chief Officer – People and Organisation.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	None for Bon Accord Care recruitment – recruitment costs being met by BAC and BASS. None for ASV. Costs for Chief Officer – Organisational Development to use in- house resources and existing budgets.	L	
Legal	None	N/A	N/A
Employee	Uncertainty around current interim position of Chief Officer – People and Organisation and failure to appoint.	L	Revise job profile as proposed and undertake recruitment
Customer	A delay in recruitment may have an impact on clients of BAC and BASS.	M	Timeous recruitment is undertaken
Environment	None		
Technology	None		
Reputational	A delay in recruitment for BASS/BAC managing director posts may impact on the Council	L	Timeous recruitment is undertaken

	<p>given that BAC is a Council ALEO.</p> <p>Further delay in recruitment of the one remaining vacant Chief Officer post creates a likelihood of reputational damage due to continued external search for suitable candidates. Could potentially impact on other posts requiring filled in the future.</p>		<p>If unsuccessful with the revised job profile, mitigating factors could be the alignment of the cluster to an alternative Chief Officer.</p>
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7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous People	Amongst other things, the report addresses recruitment to the managing director posts of organisations responsible for providing social care to many citizens.

Design Principles of Target Operating Model	
	Impact of Report
Partnerships and Alliances	<p>The Council is the sole shareholder of BAC and BASS. HR provide support to BAC and BASS and will assist in this recruitment process.</p> <p>ASV is a joint venture with the University of Aberdeen, with both shareholders being equal partners.</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	not required
Privacy Impact Assessment	not required

Duty of Due Regard / Fairer Scotland Duty	not applicable

9. BACKGROUND PAPERS

None

10. APPENDICES

Appendix A and Appendix B, (Confidential).

11. REPORT AUTHOR CONTACT DETAILS

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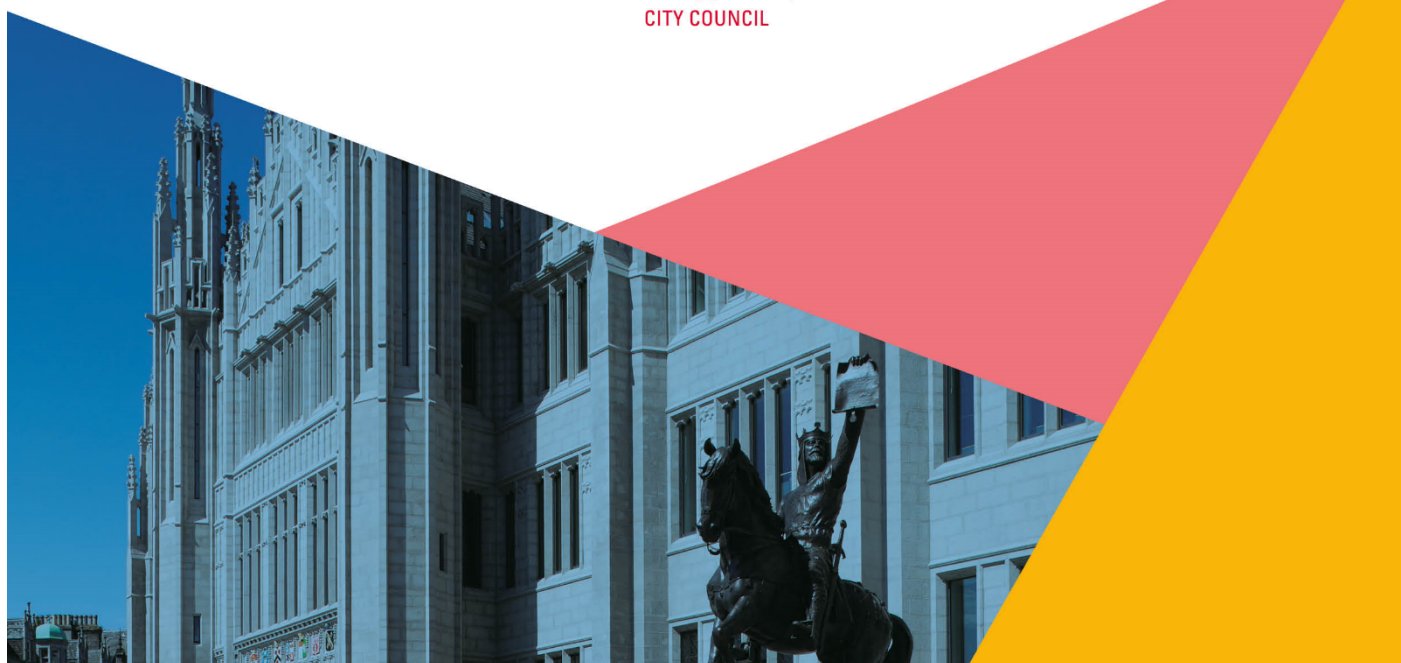
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Aberdeen City Council

Job Profile

Chief Officer – Organisational Development



About Aberdeen City Council

Our purpose is to ensure the People and Place of Aberdeen prosper and to protect the People and Place from harm.

The [Local Outcome Improvement Plan 2016 – 2026](#) (LOIP) identifies how Aberdeen City Council, together with our [Community Planning Partners](#), will tackle the key issues facing our city to ensure Aberdeen is a place where all people prosper. The LOIP sets out our shared promises to the people of Aberdeen:

- **Prosperous Economy** - Aberdeen has a flourishing, thriving and successful local economy.
- **Prosperous People** - People in Aberdeen are happy, healthy and enjoy positive life outcomes.
- **Prosperous Place** - People experience Aberdeen as the best place to invest, live and visit.
- **Enabling Technology** - Innovative, integrated and transformed public services.

To deliver our promises to the city of Aberdeen, our focus is on:

- Empowering staff to meet priority outcomes
- Empowering the communities we serve to be self-sufficient
- Early intervention and prevention of harm to the people, place and economy of Aberdeen
- Connecting with citizens, customers and partners through our use of digital
- Using data and information to help us understand the demand on the Council and how we can better meet our outcomes
- Being entrepreneurial - creative and innovative in how we do our business.

We count on our employees to be enthusiastic and proactive public servants, who are committed to our purpose and motivated to make a positive and lasting difference to the city and its people.

Aberdeen City Council is arranged into six functions. Each function is divided into clusters, and within each cluster are service areas/teams.

About the *Resources* Function

This function is responsible for our people management, financial management and our information management. It will also have responsibility for the Council owned assets and, separately, the delivery of the Council capital programme.

About the *People & Organisation* Cluster

The purpose of this cluster is to align to a future focussed council concentrating tasks on building talent for the future for the organisation. It will take the strategic lead for all aspects of organisational and people development including planning the workforce of the future, identifying and developing talent, developing leadership capability at all levels and cultural alignment.

About the Role

This role will play an intrinsic part of the Corporate Management Team in transforming the organisation, its leadership and its culture to deliver the Council's vision and organisational priorities.

This will include taking the strategic lead for all aspects of organisational and people development including planning the workforce of the future, identifying and developing talent, developing leadership capability at all levels and cultural alignment.

Job Title	Chief Officer – Organisational Development
Grade	C027
Location	Marischal College



Key Outcomes and Task Examples

The post holder will deliver:	Examples of related tasks:
Support to the leadership team to enable them to lead the transformation of the city council and the place of Aberdeen	<ul style="list-style-type: none"> Support the formation and development of the new leadership team in order that it demonstrates the right leadership to deliver the vision of the Target operating (TOM) Support the leadership team to develop its strategic narrative for the organisation and place of Aberdeen in order that all staff can see the contribution they make to the purpose.
An engaged, competent, skilled and empowered workforce for a 21 st Century Council	<ul style="list-style-type: none"> Support the workforce to engage in the design of the target culture of the organisation to support the vision of the TOM Support the development and implementation of a delivery plan to ensure we achieve the desired culture for the organisation Support efforts to drive up levels of staff engagement by ensuring an engaging style of management is in place as well as ensuring mechanisms and a culture are in place to encourage staff to express their voice. Lead the development and implementation of strategies to enable the reshaping of the council's workforce reflecting the shift to being a digital council as well as supporting the council to develop its social responsibilities through its recruitment policies. Lead the development of an approach to workforce development which supports the changing needs of staff through their employment as well as reflecting the changing needs of council as it becomes a 21st century council Build the workforce's capability in the specific areas of digital, customer service and customer empowerment Foster the advancement of more staff empowerment as envisaged by the TOM, through enabling staff to self-manage and self-learn as appropriate and ensuring personal accountability
An organisation which is responsive to future change and transformation	<p>In conjunction with other Chief Officers:</p> <ul style="list-style-type: none"> build capability across the organisation to support current and future organisational redesign support the workforce to be resilient and agile in response to current and

	<p>future redesign</p> <ul style="list-style-type: none"> • ensure significant change programmes are effectively led and managed to maximise the opportunities for staff to be actively involved • support the development of conditions in the organisation which encourage, value and reward staff who innovate to secure better outcomes
Responsibilities assigned to all Chief officers within council	<ul style="list-style-type: none"> • Strategic performance management: <ul style="list-style-type: none"> ○ Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system ○ Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities ○ Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance ○ Be accountable under the Council's scheme of delegation for service standards and performance across the function • Lead on digital improvement opportunities: <ul style="list-style-type: none"> ○ Work with the digital partner(s) to exploit emerging technologies to enhance services ○ Work with other functions and digital partner(s), using business intelligence, to continue to digitise services ○ Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options • Risk management: <ul style="list-style-type: none"> ○ Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans ○ Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place • Financial stewardship and management: <ul style="list-style-type: none"> ○ Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed ○ Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework ○ Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of service with the need for ensuring cost-effective service delivery and value for money activities ○ Be accountable for the management of the financial performance of the People and Organisation function • Information Governance: <ul style="list-style-type: none"> ○ Work with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements • Ensure statutory obligations are met: <ul style="list-style-type: none"> ○ In the event of civil/ non-civil contingencies incidents, provide access to specialist services within the function and make available the assets used by the function ○ Participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required

Minimum Role Requirements

This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.

As a minimum	<ul style="list-style-type: none"> • Extensive experience related to the role and/or relevant degree or professional qualification • Evidence of continuous professional development
Demonstrate skills and experience in	<ul style="list-style-type: none"> • Developing and delivering people and OD strategies in a large and complex organisation to drive forward people and organisational performance • Strategic policy development and implementation • Developing/ managing strategic partnerships • Leading and managing major corporate transformation and change programmes in a large, complex organisation • Successful balance sheet management • Developing integrated services • Risk analysis, risk awareness, monitoring and management of risk • Negotiating and influencing in a complex organisation • Working in a commissioning organisation
Demonstrate commitment to	<ul style="list-style-type: none"> • The principles of the target operating model, the transformation programme and how People and Organisation can support these • The priorities and aims of Aberdeen City Council and how People and Organisation can support these • Embracing new technology to deliver services in an innovative way
Demonstrate understanding of	<ul style="list-style-type: none"> • People and Organisation processes, policies and procedures and an in-depth understanding of current thinking and best practice in organisational development and transformational change • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery

Individual Behaviours – the characteristics of a high-performing individual

The post holder needs to demonstrate the following behaviours:

Conscientious	Conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.
Adjusted	Ability to deal with pressure without affecting others.
Curious	Being able to evaluate information and look for ways to change and improve performance.
Competitive	Having genuine desire to win and succeed.
Has tolerance for ambiguity	Being able to cope and thrive when faced with mixed information, conflicting opinions and different options.
Healthy approach to risk	Being able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

Organisational Behaviours

Active	Proactive; seekers of good practice; prepared to step out of their comfort zone; willing to experiment; brings energy and enthusiasm; connects people and ideas; curious to learn; understand and improve; thinks big; starts small, learns fast and shares results and learning.
Adaptive	Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment – knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future.
Accountable	Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and hold them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.

Other Requirements

- Travel as required in relation to the needs of the Service
- Work at alternative locations as required

Function	Resources	Cluster	People & Organisation
Version Date	27/06/2018	JE Number	Click or tap here to enter text.

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