

# 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); Thomas Whyte and 1 vacancy (SSTA); George Ferguson and Kenny Luke (UNISON); Joe Craig and Mishelle Gray (UNITE); and Rob Stephen and 1 vacancy (VOICE).

Town House,  
ABERDEEN, 10 June 2019

## **STAFF GOVERNANCE COMMITTEE**

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

FRASER BELL  
CHIEF OFFICER - GOVERNANCE

### **B U S I N E S S**

#### **NOTIFICATION OF URGENT BUSINESS**

1.1 There are no items at this time

#### **DECLARATIONS OF INTEREST**

2.1 Members are requested to declare any interests (Pages 3 - 4)

#### **DEPUTATIONS**

3.1 None at this time

#### **MINUTE OF PREVIOUS MEETING**

4.1 Minute of Previous Meeting of 18 March 2019 (Pages 5 - 8)

## **COMMITTEE PLANNER**

- 5.1 Committee Business Planner (Pages 9 - 12)

## **NOTICES OF MOTION**

- 6.1 None at this time

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

- 7.1 None at this time

## **GENERAL BUSINESS**

- 8.1 Committee Annual Effectiveness Report (Pages 13 - 32)

## **WORKFORCE STRATEGY**

- 9.1 Workforce Development Plan (Pages 33 - 76)

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

- 10.1 Employee Assistance Scheme Annual Report (Pages 77 - 86)

- 10.2 Corporate Health and Safety Quarterly Report - January to March 2019  
(Pages 87 - 98)

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)

## **DECLARATIONS OF INTEREST**

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.

## STAFF GOVERNANCE COMMITTEE

ABERDEEN, 18 March 2019. Minute of Meeting of the STAFF GOVERNANCE COMMITTEE. Present:- Councillor Allan, Convener; Councillor Houghton, Vice-Convener; and Councillors Cameron, Delaney, Graham, Henrickson (as substitute for Councillor Copland), Hutchison, Macdonald and Malik (as substitute for Councillor Reynolds).

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

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.

### TRADE UNION ADVISERS

1. The Convener advised that Alison Robertson would no longer be attending meetings of the Committee on behalf of UNISON and stated that she wished to record her thanks to Ms Robertson for her contributions and input at previous meetings. Kenny Luke advised that George Ferguson would be attending future meetings of the Committee as the second UNISON adviser.

### DECLARATIONS OF INTEREST

2. There were no declarations of interest.

### MINUTE OF PREVIOUS MEETING

3. The Committee had before it the minute of its previous meeting of 31 January 2019.

### The Committee resolved:-

to approve the minute as a correct record.

### COMMITTEE BUSINESS PLANNER

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

## STAFF GOVERNANCE COMMITTEE

18 March 2019

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

- (i) in respect of item 8 (Violence in the Workplace Policy), to note that there was general interest in a safe leave policy for staff which would offer employees time off to access help and support without it affecting their finances or using annual leave, and to request that officers investigate this as part of the work being undertaken on the Policy and include it in the report back to Committee later in the year;
- (ii) to note that the Committee papers had been issued prior to any decisions taken at the Council Budget meeting and that the planner would therefore be updated to reflect any reports requested at that meeting; and
- (iii) to otherwise note the updates provided.

### **RECRUITMENT AND RETENTION - LGV DRIVERS AND ROADS INFRASTRUCTURE - OPE/19/206**

5. With reference to article 4 of the minute of its meeting of 1 November 2018, the Committee had before it a report by the Chief Operating Officer which provided an update on current issues with LGV driver recruitment and retention and the mitigating actions being taken to alleviate this for the Waste and Recycling Services; and of issues relating to the recruitment and retention of staff within the Roads Infrastructure Service.

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

that Committee note the range of different approaches as set out in the report which sought to attract a wider and diverse range of applicants for the highlighted roles and subsequently reduce the vacancy level.

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

- (i) to note that both the Waste and Recycling Service and the Roads and Flood functions were statutory and therefore could not run below minimum staffing levels, and to request that officers clarify to Councillor Delaney outwith the meeting whether there had been any occasions where the staffing levels for these two functions had dropped below minimum levels;
- (ii) to acknowledge the best efforts of officers to fill vacancies in respect of both LGV drivers and Roads service personnel;
- (iii) to accept that there was no single or easy solution to resolve these ongoing recruitment challenges; and
- (iv) to instruct the Chief Officer – Operations and Protective Services in conjunction with the Chief Officer – Organisational Development and Chief Officer - Finance to bring a report to the December meeting of the Staff Governance Committee detailing the full cost of covering these services over a 12 month period, looking at agency costs, advertising costs, travel and any other applicable costs. The purpose of this report being to evaluate such costs against possible incentives which may assist in the recruitment and retention of staff to these posts. The recommendations arising from this report should consider a possible incentive scheme which incorporates a retention element and saves the Council money in the long term, to the benefit of

**STAFF GOVERNANCE COMMITTEE**  
18 March 2019

both the Council and its employees, and provide savings options required to fund such initiatives, highlighting any necessary referrals to the budget process.

**HSE VISIT UPDATE: BRIDGE OF DON ACADEMY ASBESTOS INCIDENT - GOV/19/211**

6. With reference to article 13 of the minute of its previous meeting, the Committee had before it a report by the Chief Operating Officer and Director of Resources which provided an update on the re-visit by the Health and Safety Executive, as well as further assurance on the sufficiency of the remedial actions undertaken by Aberdeen City Council following an incident at Bridge of Don Academy on 12 July 2018.

**The report recommended:-**

that Committee note the assurance provided in the report.

**The Committee resolved:-**

- (i) to note the content of the report; and
- (ii) to instruct the Chief Officer – Corporate Landlord to (a) provide a service update on the actions taken, and implemented, since this incident and further to the action plan reported to this Committee in January 2019; and (b) to report back to Committee in June 2019 on actions taken to ensure the safety, in so far as is reasonably practicable, of all Council personnel, contractors and members of the public when work involving asbestos is carried out on any Council property.

**CORPORATE HEALTH AND SAFETY QUARTERLY REPORT - OCTOBER TO DECEMBER 2018 - GOV/19/210**

7. With reference to article 7 of the minute of its meeting of 1 November 2018, the Committee had before it a report by the Chief Officer – Governance which summarised statistical health and safety performance information for the three-month reporting period October to December 2018 to provide the Committee with the opportunity to monitor compliance with health and safety legislation.

**The report recommended:-**

that Committee provide comments and observations on the health and safety information contained in the report.

**The Committee resolved:-**

- (i) in respect of the figures reported on near miss information (October to December 2018), particularly in Operations, to request that officers investigate whether the data could be broken down further and ideally by cluster in future reports, in order to be able to identify particular areas of concern; and
- (ii) to otherwise note the report.

**STAFF GOVERNANCE COMMITTEE**  
18 March 2019

**UPDATE ON BEHAVIOURAL FRAMEWORK - RES/19/212**

8. The Committee had before it a report by the Director of Resources which set out the proposed Principles which would guide behaviours and relationships with colleagues and customers going forward. The report set out the methodology used to create the Guiding Principles which would replace the organisation's current core behaviours, including the work that had been undertaken with staff at workshop sessions and the online survey that had been developed.

The report advised that a Workforce Development Plan would be brought to Committee in June 2019 and this would include an organisational capability framework, skills development plan, organisational workforce plan and revised performance review proposals.

**The report recommended:-**

that Committee –

- (a) approve the proposed Guiding Principles;
- (b) agree that these built on, and should therefore replace, the organisation's current core behaviours; and
- (c) approve the proposals to embed the Principles across the organisation.

**The Committee resolved:-**

to approve the recommendations.

- **COUNCILLOR YVONNE ALLAN, Convener**



	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	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
3	<b>18 June 2019</b>								
4	Corporate Health & Safety Quarterly Update	To provide the quarterly update for January to March 2019		Colin Leaver	Governance	Governance	4.2		
5	Asbestos Incident - Bridge of Don Academy	SGC 18/03/19 - To instruct the Chief Officer - Corporate Landlord to (a) provide a service update on the actions taken, and implemented, since this incident and further to the action plan reported to this Committee in January 2019; and (b) report back to Committee in June 2019 on actions taken to ensure the safety, in so far as is reasonably practicable, of all Council personnel, contractors and members of the public when work involving asbestos is carried out on any Council property.		Stephen Booth	Corporate Landlord	Resources	Purpose 7		
6	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.		Isla Newcombe / Steve Whyte	Organisational Development	Resources	GD 7.4		
7	Employee Assistance Scheme Annual Report	To present the annual Employee Assistance Programme Annual report		Neil Yacamini	Organisational Development	Resources	4.2		
8	Workforce Plan	To report on an organisational capability framework, skills development plan, organisational workforce plan and revised performance review proposals. Will also incorporate the Young Person's Strategy which was originally to be a separate report		Isla Newcombe	Organisational Development	Resources	2.1		
9	<b>1 October 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	Will be presented to Audit, Risk & Scrutiny Committee in June 2019. To avoid having to wait until October for the report, it is suggested that the report be provided in the form of a service update directly after consideration at Audit Risk & Scrutiny	Neil Yacamini	Organisational Development	Resources	3.2		

	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									
11	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	4.2		
12	Policy Review	A standing item to enable presentation of any policies that require to be reviewed and approved by Committee, as a result of the review of policies to ensure that they meet the Guiding Principles - for this Committee there will be a report on the Driving at Work Policy		Keith Tennant	Organisational Development	Resources	3.1		
13			<b>10 December 2019</b>						
14	Policy Review	A standing item to enable presentation of any policies that require to be reviewed and approved by Committee, as a result of the review of policies to ensure that they meet the Guiding Principles		Isla Newcombe	Organisational Development	Resources	3.1		
15	Violence Against Employees 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.  SGC 18/03/19 - to note that there was general interest in a safe leave policy for staff which would offer employees time off to access help and support without it affecting their finances or using annual leave, and to request that officers investigate this as part of the work being undertaken on the Policy and include it in the report back to Committee later in the year		Keith Tennant	Organisational Development	Resources	1.3 and 3.1		Officers have requested that this be reported in December rather than October due to other policy development work which is ongoing on in respect of IR 35 guidance, Driving at Work and Redeployment.
16	Terms and Conditions	Council Budget 05/03/2019 - to instruct the Chief Officer - Organisational Development to begin negotiations with the Trade Unions relating to locally agreed changes to terms and conditions of employment and to review related policies and procedures and report the proposed changes to the Staff Governance Committee		Isla Newcombe	Organisational Development	Resources	Purpose 3		



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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Staff Governance Committee
<b>DATE</b>	18 June 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Staff Governance Committee Annual Effectiveness Report
<b>REPORT NUMBER</b>	GOV/19/245
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	Isla Newcombe
<b>REPORT AUTHOR</b>	Stephanie Dunsmuir
<b>TERMS OF REFERENCE</b>	GD 7.5

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the annual report of the Staff Governance Committee.

### 2. RECOMMENDATION

That Committee:-

- 2.1 note the annual report.

### 3. BACKGROUND

#### **Annual Reports on Committee Terms of Reference**

- 3.1 The Governance Review of 2017/18 was initiated as part of the Council's work with the Chartered Institute of Public Finance and Accountancy (CIPFA) and the aim to secure that organisation's accreditation in governance excellence. As part of CIPFA's interim assessment of the Council's governance arrangements, CIPFA recommended that each Committee should annually review its effectiveness, including its information and reporting needs, to help ensure that it is following its Terms of Reference, is operating effectively and to identify any training needs or improvements to the Council's decision-making structures. When approving the new Terms of Reference in March 2018, the Council agreed that each Committee would be required to review their own effectiveness against their Terms of Reference through an annual report and approved the proposed template for those reports.

3.2 CIPFA reviewed the approved template and in general terms stated:

*A committee effectiveness report has the potential to support the improvement journey by accounting for the ways that committees support a quality improvement culture with quality assurance of services and feedback loops. A template that goes beyond tick box and more clearly offers the opportunity to address some current and historic issues and, importantly give a clear signal that good governance is taken seriously. It could therefore provide support to a number of the developments that Aberdeen City Council seeks in its journey towards achieving the excellence in governance mark.*

3.3 The first annual report for 2018/2019 is appended for the Committee's consideration. Following consideration by the Committee, the report will be submitted to Council on 24 June 2019 for noting.

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

4.1 There are no direct financial consequences from the recommendation.

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

5.1 There are no direct legal implications arising from the recommendation of this report.

#### **6. MANAGEMENT OF RISK**

	<b>Risk</b>	<b>Low (L), Medium (M), High (H)</b>	<b>Mitigation</b>
<b>Financial</b>	None	N/A	N/A
<b>Legal</b>	None	N/A	N/A
<b>Employee</b>	None	N/A	N/A
<b>Customer</b>	None	N/A	N/A
<b>Environment</b>	None	N/A	N/A
<b>Technology</b>	None	N/A	N/A
<b>Reputational</b>	None	N/A	N/A

## 7. OUTCOMES

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Organisational Design</b>	The report reflects recognition of the process of organisational design and provides assurance through scrutiny of committee effectiveness. The review of the Committee will support the redesign of the organisation and ensure that the Committee discharges its role in accordance with the Scheme of Governance.
<b>Governance</b>	The committee effectiveness report enhances transparency and understanding of the Committee as well as help to address any areas for improvement.

## 8. IMPACT ASSESSMENTS

<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

None.

## 10. APPENDICES

- 10.1 Staff Governance Committee Annual Effectiveness Report 6 March 2018 to 29 April 2019.

## 11. REPORT AUTHOR CONTACT DETAILS

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[sdunsmuir@aberdeencity.gov.uk](mailto:sdunsmuir@aberdeencity.gov.uk)  
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# Staff Governance Committee Annual Effectiveness Report



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## 1. INTRODUCTION

- 1.1 I am pleased to present the first annual effectiveness report for the Staff Governance Committee. As members will be aware, as part of their interim assessment of the Council's governance arrangements in 2016, CIPFA recommended that committees review the extent to which they have operated within their Terms of Reference, through an annual report. This has been an aspiration for some time, representing good practice in governance terms and evidencing the Council's progress towards achieving CIPFA accreditation and I am glad to see the first report for the Staff Governance Committee presented.
- 1.2 This first annual report is a good mechanism for the Committee to support the Council's improvement journey by demonstrating the ways that the Committee supports the principles of the Target Operating Model; contributes to the Local Outcome Improvement Plan, whilst also providing the opportunity to reflect on the business of the Committee over the past year and to look to the Committee's focus for the year ahead.
- 1.3 Throughout the first year, the Committee has worked collectively to discuss and share opinions on the variety of issues coming to us in the form of reports. The meetings have been held in a cordial manner allowing Councillors and Trade Union representatives to feel involved and part of the business of the Committee. Trade Union input is well-put and constructive and is an appreciated contribution to the business of the Committee.



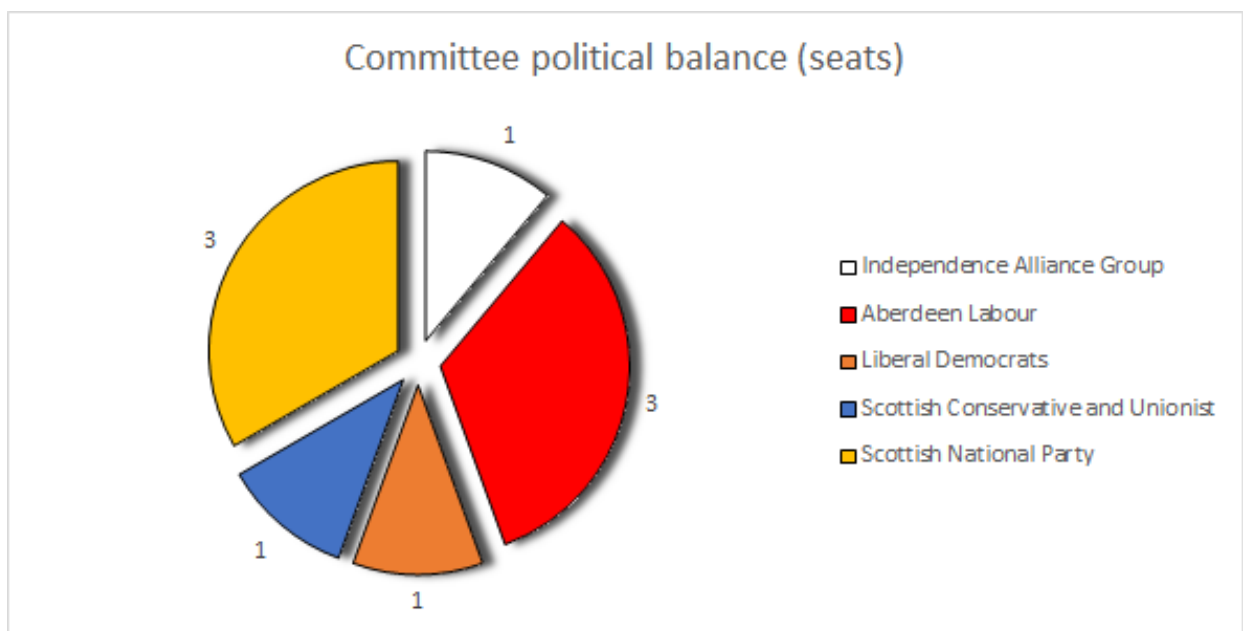
Councillor Yvonne Allan  
Convener, Staff Governance Committee

## 2. THE ROLE OF THE COMMITTEE

- 2.1 The Staff Governance Committee was established to incorporate the roles of the Joint Consultative Committee, the Corporate Health and Safety Committee and the Appeals Committee. The role of the Committee is to build on the cultural aim previously established to secure equal attention on staff; to integrate all matters affecting staff within a single committee; to include local trade union representatives as advisers, with provision for substitutes, to enable joint working; to approve staff policies; and to provide a forum to develop the existing partnership between the Council and all Trade Unions to support the Council becoming an employer of choice.
- 2.2 The previous Terms of Reference for the Committee as approved by Council on 5 March 2018 are appended to the report.

## 3. MEMBERSHIP OF THE COMMITTEE DURING 2018/2019

- 3.1 The Staff Governance Committee has 9 members and the composition is presented below. The Committee also has Trade Union Advisers – two from each recognised Trade Union, who sit on the Committee but are not voting members.



## 4. MEMBERSHIP CHANGES

- 4.1 As of the meeting of the Committee of 3 September 2018, Councillor Allard was replaced on the Committee by Councillor Hutchison.
- 4.2 There have also been changes to the Trade Union adviser representation, with Mike Middleton being replaced by David Willis for the GMB and Sid Sandison being replaced by Thomas Whyte for the SSTA. Alison Robertson stepped down as one of the UNISON representatives in March 2019 and will be replaced by George Ferguson for future meetings.

## 5. MEMBER ATTENDANCE

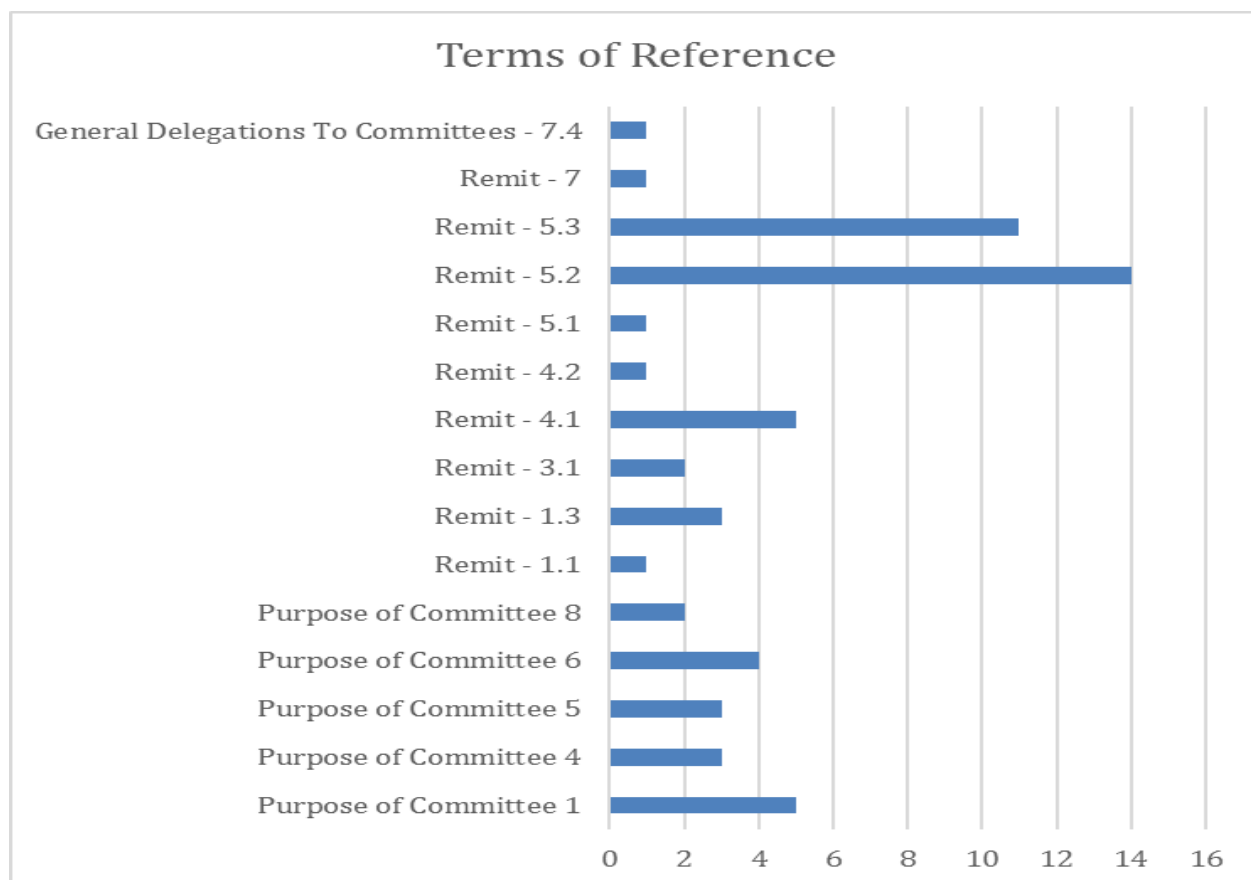
Member	Total Anticipated Attendances	Total Attendances	Nominated Substitute
Councillor Yvonne Allan	6	6	
Councillor Ryan Houghton	6	6	
Councillor Christian Allard	2	2	
Councillor David Cameron	6	6	
Councillor Neil Copland	6	6	
Councillor Steve Delaney	6	5	1 – Councillor Yuill
Councillor Gordon Graham	6	6	
Councillor Sandra Macdonald	6	6	
Councillor John Reynolds	6	3	3 – Councillors Grant, Malik and Wheeler
Councillor Michael Hutchison	4	3	1 – Councillor Henrickson

## 6. MEETING CONTENT

- 6.1 During the 2018/2019 reporting period (6 March 2018 to 29 April 2019) the Committee had 6 meetings and considered a total of 36 reports.

### 6.2 Terms of Reference

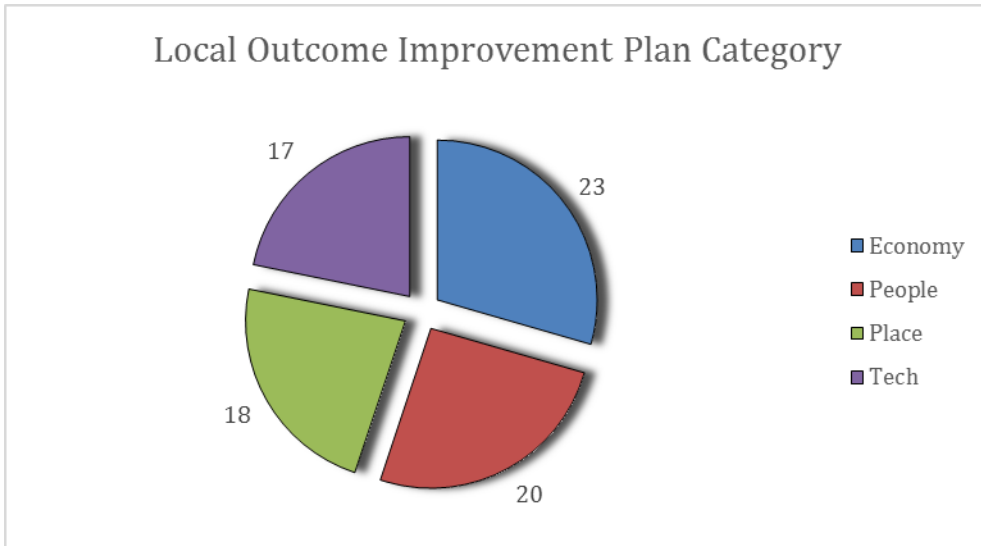
Of the 36 reports received the following table details how the reports aligned to the Terms of Reference for the Committee.



- 6.3** The majority of the sections of the Committee's Terms of Reference were discharged throughout the course of the reporting period. This would indicate that the Committee has discharged the role set by Council.
- 6.4** Most reports have fallen under Remit 5.2 / 5.3 (Health, Safety and Wellbeing of Staff) although there have also been a number of reports in respect of Remit 4 (Council Policies Affecting Staff).
- 6.5** A number of reports were also presented under Purpose 1 – To further develop the existing partnership approach between the Council and all Trade Unions in order to support the Council becoming an employer of choice.
- 6.6** Due to the nature of the Committee's remit, it is to be expected that most reports would fall under the health and safety and staffing policy sections of the remit, and there has been a focus on reviewing existing policies to bring them in line with any changes in legislation or required changes as a result of the approved Scheme of Governance.

### 6.7 Local Outcome Improvement Plan

The following table details of the 36 reports how many had a link to the themes of the Local Outcome Improvement Plan.



## 6.8 Reports and Committee Decisions

The following table details the outcome of the Committee's consideration of the 36 reports presented to it throughout the year. It should be noted that although 7 of the reports had amendments to recommendations, all reports were thereafter approved unanimously with no requirement to divide.

	Total	% Total Reports
Number of confidential reports	0	0.0%
Number of exempt reports	0	0.0%
Number of reports where the Committee has amended officer recommendations	7	19.4%
Number and percentage of reports approved unanimously	36	100%
Number of reports requested by members during the consideration of another report to provide additional assurance and not in forward planner	4	N/A
Number of service updates requested by members during the consideration of another report to provide additional assurance and not in forward planner	0	N/A
Number of decisions delayed for further information	2	5.6%
Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	0	N/A
Number of late reports received by the Committee	0	0.0%
Number of referrals to Council, or other Committees in terms of Standing Order 33.1	0	0.0%



## 6.9 Notices of Motion, Suspension of Standing Orders, Interface with the Public

	Total
Number of Notices of Motion	0
Number of times Standing Orders were suspended	0
The specific Standing Orders suspended	0
Number of deputations or other indicators of interface with the public, i.e. engagement and social media.	0
Number of petitions considered	0
Number of Members attending meetings of the committee as observers	3
Number of Meetings held by the Convener with other Conveners, relevant parties, to discuss joint working and key issues being raised at other Committee meetings	Fortnightly meetings held

## 7. TRAINING REQUIREMENTS AND ATTENDANCE

- 7.1 The following specific Scheme of Governance training which is related to the operation of all Committees was provided to Elected Members:-
- Effective Decision Making on 23, 27 and 28 March 2018
  - Financial and Procurement Regulations on 23 and 29 March 2018
- 7.2 Training on the Councillors' Code of Conduct was provided to Elected Members in January and February 2018 and prior to the first meeting of the Committee, information was also issued to Trade Union Advisers to highlight that they would also require to consider any declarations of interest in respect of matters being discussed and to assist in how to present such declarations if necessary.
- 7.3 Training on the operation of the newly established Staff Governance Committee was also provided to Members and Trade Union Advisers. Further training was also provided in respect of health and safety in order to ensure that Members and Trade Union Advisers had the relevant background knowledge for the reports that would be presented at future meetings.
- 7.4 These opportunities provide valuable insights into relevant business areas to aid scrutiny of committee business. Further development opportunities will be developed for 2019 / 2020 depending on the committee business for the year, and also based on officer proposals and Member / Trade Union Adviser feedback.

## 8. CODE OF CONDUCT – DECLARATIONS OF INTEREST

8.1 55 declarations of interest were made by Councillors during the reporting period, and although this seems a relatively high number, it should be noted that these were single declarations in respect of a number of reports on the agenda from two Elected Members due to their Union membership. We measure information on declarations of interest to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision making.

## 9. CIVIC ENGAGEMENT

9.1 Due to the nature of the Staff Governance Committee business, there are less opportunities for civic engagement, however if appropriate, elements of civic engagement would be introduced.

## 10. OFFICER SUPPORT TO THE COMMITTEE

Officer	Total Anticipated Attendances	Total Attendances	Substitute Attendances
Director of Resources	6	5	1
Chief Officer – Organisational Development	6	6	0
Corporate Health and Safety Lead	6	6	0
Legal Services	6	6	0

Outwith the main Committee support officers listed above, other officers also attend and support the Committee as required.

## 11. EXECUTIVE LEAD'S COMMENTS

11.1 One of the Council's transformation projects is to deliver the CIPFA Mark of Excellence in Good Governance. As part of this project, CIPFA had recommended that each Committee should annual review its effectiveness, including its information reporting needs. This would help ensure that each Committee was following its Terms of Reference; operating effectively; and would identify any training needs or improvements to the Council's decision-making structures.

11.2 The Committee appears to be working effectively, noting that all business was approved or noted unanimously. There has been a focus on trying to reach consensus and effort made to ensure that there is proper consultation with the views of Trade Unions being considered and taken on board, including delaying two items of business to ensure that their views could be reflected.

- 11.3** In order to maintain transparency and openness, particularly as the Committee business often relates to staffing matters which may be of interest to employees, there has been a focus on ensuring that the number of exempt reports is kept to a minimum and there has in fact only been one exempt appendix presented to Committee, with the rest of the business conducted in public.
- 11.4** Based on the data in the annual report, it appears that the Terms of Reference and Committee have embedded well since 2018, and there were only minor changes made to the Terms of Reference presented to Council in March 2019 as a result, with the removal of Staff Governance Standards as a separate section of the remit as it was recognised that this area of work was already covered by workforce strategies and staff policies which were already identified elsewhere in the Terms of Reference.
- 11.5** The Trade Union advisers on the Committee were asked for their feedback in relation to how they felt the Committee had operated since its inception in May 2018.

UNISON response - My main comments are positive, I feel that the Staff Governance Committee in its current format is working well.

UNITE response – Unite are of the same opinion as Unison. This Committee is working well.

SSTA response - On behalf of the SSTA, I also confirm that the Committee is working effectively.

## **12. NEXT YEAR'S FOCUS**

- 12.1** Council on 4 March 2019 approved new Terms of Reference and a further review will be reported to Council in March 2020. Throughout the next reporting year, we will review the Terms of Reference in line with the business submitted to the Committee and reflect on whether any areas require refinement moving forward to ensure the efficient operation of the Committee.
- 12.2** Areas of focus from the Business Planner - There will be an emphasis over the coming year on reviewing existing staff policies to ensure that they are in line with the recently approved Guiding Principles. Embedding our Guiding principles and developing organisational capability in line with the design principles of the TOM will be a key focus, with the workforce plan paving the way for flexible, internal movement of staff and retraining and upskilling opportunities. Work is also underway on the development of a new approach which would see an improvement in the data reported to Committee
- 12.3** The Committee will receive a report later in the year on Terms and Conditions, and will receive policy updates as and when completed in line with the instruction from the Council Budget Meeting.

**Previous Version of Staff Governance Committee Terms of Reference  
Approved by Council on 5 March 2018**

**STAFF GOVERNANCE COMMITTEE**

**MEMBERSHIP**

Elected members

Local trades union representatives as advisers

**PURPOSE OF COMMITTEE**

1. To further develop the existing partnership approach between the Council and all trade unions in order to support the Council becoming an employer of choice.
2. To oversee the Framework Agreement for Industrial Relations (“the FAIR agreement”).
3. To act as a consultative body between management, elected members and trade unions, and act as a forum for discussion, on matters affecting conditions of service. This will be one of the ways in which the Council meets consultation requirements.
4. To oversee the development, approval and monitoring of staff governance standards.
5. To oversee the development, approval and monitoring of a workforce strategy which ensures the Council has a workforce fit for the capabilities required to deliver the Target Operating Model.
6. To oversee the development and approval of all staff policies.
7. To provide a channel of communication, co-operation and involvement between the Council and trade union representatives on all relevant health and safety matters.
8. To act as a safety committee within section 2(7) of the Health and Safety at Work etc Act 1974 and to keep under review measures taken to ensure the health and safety at work of employees.
9. To monitor the Council’s compliance with its policies and procedures to ensure it complies with all health and safety legislation.
10. To take the lead in establishing and promoting values for the organisation and its staff which will reflect public expectation about the conduct and behaviour of public officials.

**REMIT OF COMMITTEE**

**1. Partnership approach arrangements**

The Committee will:

- 1.1 develop the partnership approach between the Council and trade unions; and
- 1.2 provide a forum, where appropriate, for discussion on and resolution of matters of

common interest and/or concern, including but not restricted to:-

- 1.2.1** conditions of service, or reorganisation/restructure affecting conditions of service (except teachers); and
- 1.2.2** arrangements for the training and welfare of all staff; and
- 1.3** consider reports by the Director of Resources on matters following a request by a trade union advisor provided always that the Director is satisfied that the matter is appropriate and relevant to the remit of the Committee and that it raises no question of individual employee issues.

## **2. Staff Governance Standards**

The Committee will:

- 2.1** determine staff governance standards and regularly review their effectiveness; and
- 2.2** consider relevant evidence (qualitative and quantitative) to monitor compliance with the staff governance standards.

## **3. Workforce Strategy**

The Committee will:

- 3.1** determine and monitor the compliance with a Workforce Strategy which reflects the requirements of a 21st century Council in terms of staff and skills and attributes; and
- 3.2** approve an annual training plan for the whole organisation that ensures that all staff registered with a professional body are able to meet the requirements of their professional body.

## **4. Council Policies Affecting Staff**

The Committee will:

- 4.1** develop, approve and monitor the implementation of all staff policies; and
- 4.2** oversee equality in employment and ensure that the Council as an employer, complies with its statutory equal pay and other equality responsibilities.

## **5. Health, Safety & Wellbeing of Staff**

The Committee will:

- 5.1** actively reinforce health, safety and wellbeing roles and responsibilities amongst staff;
- 5.2** receive appropriate levels of assurance to monitor compliance with health and safety legislation;
- 5.3** scrutinise and review health, safety and wellbeing policy, performance, trends and improvements;
- 5.4** approve and keep under review the Corporate Health and Safety Annual Audit Plan;

**5.5** consider reports on health, safety and wellbeing from all services of the Council to help ensure that services are complying with relevant policies; and

**5.6** monitor compliance with health and safety recommendations.

## **6. Establishing and Promoting Values for the Organisation**

The Committee will:

**6.1** develop, approve and promote a Behavioural Framework for the Council; and

**6.2** develop and approve a Leadership and Management Framework to ensure that the highest standards of staff management are in place as a key determinant of shaping the organisational culture.

## **7. Employment Appeals and Disputes**

The Committee will be responsible for approving and keeping under review the procedure for the Appeals Sub Committee.

### **JOINT WORKING WITH OTHER COMMITTEES OF THE COUNCIL**

The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together. This will help to ensure that relevant information is shared to aid understanding of workforce performance matters.

A key relationship will be required with the Strategic Transformation Committee in order to be assured that staff are being properly engaged and consulted with on specific transformation proposals.

### **JOINT WORKING WITH NON COUNCIL BODIES**

The Committee, through its lead officers, will work jointly with external bodies such as the Health and Safety Executive to ensure that Council benefits from external review and assurance.

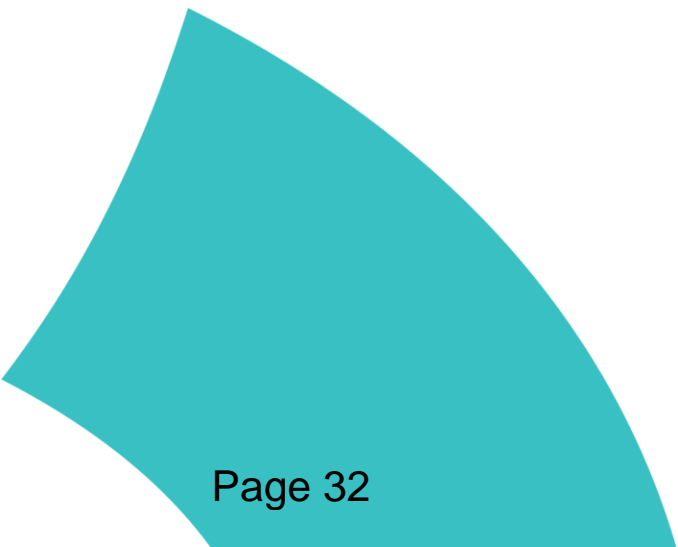
### **EXECUTIVE LEAD: Director of Resources**

#### **APPEALS SUB COMMITTEE**

- 1.** To determine all delegated staff employment issues raised in accordance with Council policy where provision exists for an appeal to the former Appeals by Employees Committee or this Sub Committee.
- 2.** The Sub Committee shall operate in terms of the agreed procedure.
- 3.** The Sub Committee shall comprise five elected members drawn from the pool of membership of the Staff Governance Committee and the quorum shall be three.
- 4.** The Sub Committee will:
  - 4.1** determine appeals raised in accordance with Council policy where a right to appeal exists against dismissal or final written warning arising from hearings where the right of appeal

exists; and

- 4.2** determine disputes notified by Trades Unions in accordance with the Council's disputes resolution procedures.





## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Staff Governance
<b>DATE</b>	18 June 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Workforce Plan
<b>REPORT NUMBER</b>	RES/19/296
<b>DIRECTOR</b>	Steven Whyte
<b>CHIEF OFFICER</b>	Isla Newcombe
<b>REPORT AUTHOR</b>	Dorothy Morrison Lesley Strachan Lindsay MacInnes
<b>TERMS OF REFERENCE</b>	2.1

### 1. PURPOSE OF REPORT

- 1.1 On 18 March 2019, the Staff Governance Committee approved the Council's new Guiding Principles to form the basis of a culture which will support our Target Operating Model. As part of that report the Chief Officer (Organisational Development) committed to bringing back to Committee a Workforce Plan setting out how we will ensure our future workforce has the capacity and capability to support that culture. This report provides an overview of the Council's Workforce Plan, with the full Plan attached as an appendix.

### 2. RECOMMENDATIONS

That the Committee:-

- 2.1 approve the Workforce Plan and the actions contained within it including the revisal of the Performance Review and Development Scheme (PR&D) including the incorporation of the Capability Framework to take effect in the current PR&D year 2019/20;
- 2.2 note that the introduction of the Capability Framework to PR&Ds will form a part of the assessment of overall performance of an individual within their role and help to identify strengths as well as capability gaps that need to be addressed;

- 2.3 note that the Chief Officer (Organisational Development) will work with Trade Union colleagues in updating current PR&D guidance;
- 2.4 instruct the Chief Officer (Organisational Development) to make those amendments necessary to PR&D and to remove the stipulation that to receive an increment under the Local Salary Progression Scheme you cannot be undergoing an absence management process;
- 2.5 note that the capability framework will be used to support internal recruitment and movement of staff;
- 2.6 instruct the Chief Officer (Organisational Development) to develop a new approach to the internal movement of staff which will aim to mitigate the future continued use of VSER payments and to report back on this approach in October 2019; and
- 2.7 approve the utilisation of the approved corporate training budget in line with the workforce development plan.

### 3. BACKGROUND

3.1 In August 2017 Council approved the 'Building a Council of the Future' report which set out our Target Operating Model (TOM) and the workforce we will require to deliver the TOM. This Workforce Plan builds on this and the Council Delivery Plan approved at Committee in March 2019 by setting out how we will develop and deliver that workforce during 2019/20 and 2020/21.

3.2 The Workforce Plan covers the following areas:

- **Context** - How the Workforce Plan links to and supports our organisational capabilities and Guiding Principles
- Our **workforce of the future**
- Developing workforce **capacity**
  - How we will **attract and retain** our future workforce with a particular emphasis on developing our internal and our young workforce
- Developing workforce **capability**
  - How we will identify the skills, knowledge and behaviours we need – our **capability framework**
  - How we will develop the required skills, knowledge and behaviours – our **workforce development plan**
  - How we will manage, measure and motivate performance against these – our revised **performance review and development (PR&D) scheme**.

### 3.3 Benefits

As well as the benefits to the organisation which are outlined in the Workforce Plan, the approach which it sets out has clear benefits for employees:

### 3.3.1 Developing workforce capability

- The **capability framework** provides clarity about the skills, knowledge and behaviours required by everyone. This provides a tool which will enable employees to take more ownership of their personal and career development. It will also help develop the transferable skills which will allow staff to work more flexibly across the organisation, building their experience and adding to any professional or technical knowledge and expertise, increasing job variety and satisfaction and improving marketability.
- The **Workforce Development Plan** provides employees with a range of options to meet any development gaps identified through the capability framework. These options are designed to suit different needs and learning styles and include a focus on self-directed, experiential learning. By creating a shared online platform learning will effectively be open to everyone, rather than designed for specific levels. Employees will be empowered to seek their own learning when they want and need it and to share their own knowledge and learning with others. In this way employees will become co-creators and sharers of organisational learning rather than passive recipients of what the organisation chooses to provide.
- The revised **PR&D scheme** seeks to move PR&D from what is sometimes perceived as an annual one-off meeting to a dynamic series of ongoing conversations. Based around the Guiding Principles, these conversations will support everyone to connect to our purpose and link these to individual objectives; give regular opportunities to discuss progress and to get recognition for good work; provide the chance to discuss support and development where that is needed; and highlight any issues which might be impacting on performance at an early stage. At the same time two-way feedback around how the line manager and the organisation are helping the employee thrive at work will be encouraged.

### 3.3.2 Developing workforce capacity

The actions proposed in this respect have the benefit of ensuring we are able to respond to existing and anticipated organisational challenges such as the changing size and shape of the organisation, changing demand and the needs of a diverse workforce. This should benefit employees by ensuring resources can quickly be moved to where they are needed, avoiding workload stress through under-staffing or staff not having the requisite skills. A recognition of the differing needs of a diverse workforce should also result in a better – and more tailored – understanding of what motivates individuals at work.

### 3.4 Development of the Workforce Plan and Consultation

The actions identified in the Workforce Plan have been developed based on local and national drivers and through internal engagement with staff and Trade Unions, the plan has also been developed with due regard to the Aberdeen City

Health & Social Care Partnership's own document, Empowered Workforce Planning 2019-2021 and a collaborative approach to workforce planning. More specifically:

- 3.4.1 The **Workforce Plan** sets out how we will **develop our capacity** to deliver. As an organisation, we face recruitment challenges for a number of key roles, including Care Support Workers and Teachers which, require us to look at creative and cost-effective approaches to retain staff within these roles and to attract new staff. A leaner workforce, dictated by the continuing financial challenges, requires upskilling and reskilling of our existing staff to focus on our areas of growth. At the same time, the developing the young workforce agenda supports our own internal demographics, with an ageing workforce and the need to attract and retain a younger workforce for the future.
- 3.4.2 The **Capability Framework** sets out the knowledge, skills and behaviours we will require. The behaviours are defined in the five Guiding Principles. The engagement process for the behaviours was described in the 18 March report to Staff Governance Committee. The skills and knowledge to increase individual capability were then shaped by the organisational capabilities, which flowed from the TOM, and refined following engagement with a wide range of staff and managers across all disciplines of the council including senior managers, subject matter experts, Trade Unions and focus groups including front line services. This engagement also included the role of the Capability Framework within **PR&D**.
- 3.4.3 The **Workforce Development Plan** sets out the development in place to support the Capability Framework. Engagement on this has been undertaken with approximately 120 leaders and managers and with subject matter experts in each of the identified areas to ensure that the development identified will deliver the capabilities required. In addition to the strategic plan, our training offer also includes development to support:
- Mandatory and statutory training;
  - Organisational and service redesign – reskilling and retraining to areas of need;
  - Professional CPD training;
  - Developing Individual Capability and Culture

### **Capability Framework and PR&D**

- 3.5 The consideration of overall individual performance is currently determined in part by the expectations set out in terms of objectives and the behavioural framework, as well as expectations set out in the job profile. This overall determination of performance is linked to an individual's eligibility for incremental progression, which is formalised at the end of year review. This is set out in employee contracts as follows: 'Incremental progression is subject to you demonstrating that you meet the minimum performance criteria in your job and are not being managed under the Local Salary Progression Scheme (LSPS).' In practice any impact on incremental progression is part of continuing performance management discussions and not the result of a single assessment.

- 3.6 Where until now these ongoing discussions would include assessment against objectives and the previous behavioural framework, in determining an individual's overall performance in the future, the elements of objectives and the refreshed behaviours will be considered as well as the knowledge and skills residing in the new capability framework.
- 3.7 Where any gaps are identified as part of the assessment against the capability framework, support should be in place to enable the individual to address these gaps. The benefit of the inclusion of the capability framework is in the ability to clearly articulate expectations and identify appropriate development areas.
- 3.8 The detail of the LSPS currently also contains minimum criteria under the Council's Maximising Attendance policy and that, in order to proceed towards eligibility for an increment, an employee must not have reached stage 2 of the Maximising Attendance policy. This policy has this year been replaced by the "Supporting Attendance and Wellbeing Policy", which has streamlined the way that long- and short-term absence are monitored and managed overall. In reviewing absence cases falling into stage 2 under the new procedure, it has become evident that employees can reach stage 2 for a variety of reasons, including those related to an underlying health condition. In line with our ongoing focus on mental health and wellbeing, it is proposed that reference to attendance be removed from the LSPS and therefore also from the PR&D.

### **Transition**

- 3.9 In order to successfully embed the capability framework described in the Workforce Plan there will be a transition period. By the end of 2019/20 all staff will be completing a PR&D which includes the elements of objectives, the capability framework and a development plan.
- 3.10 To achieve this the PR&D will be developed in a new online platform (CoreHR) during the months of July – October 2019 ideally with a launch to staff mid-way through the appraisal cycle.
- 3.11 At this mid-way point staff will be asked to update their objectives as agreed at the start of the year 2019/20; to self-assess against the knowledge, skills and behaviours in the capability framework and to consider development which will support them in the second part of the appraisal year and beyond and discuss this with their manager.
- 3.12 At the end of year review (end of 2019/20) both the individual and their line manager will rate performance against all elements of the PR&D, leading to an overall assessment of performance in role, with a view to creating individual development plans for the duration of 2020/21, drawing on the development available through the workforce development plan.

### **Next Steps**

- 3.13 The Workforce Plan, including the PR&D and the capability framework, is a living document which will evolve over time based on feedback and use by staff

and managers. Next steps following agreement of the plan will be to develop a revised approach to:

- Recruitment, incorporating the Guiding Principles and an approach to internal recruitment which focuses less on qualifications and experience and more on the skills, knowledge and behaviours in the capability framework and the attributes required for the role;
- Succession planning, using the digital platform, CoreHR, and the data arising from the PR&D discussions and use of the workforce development plan a succession planning approach will be developed to enable the required flexibility and career development for employees;
- Management Development, a key part of the development programme and in embedding the tools outlined in the plan is equipping managers with the skills and knowledge to support their staff. As part of this, any implications for manager specific knowledge, skills or behaviours not taken account of in the capability framework for all staff will be added as part of its evolution.

## **4. FINANCIAL IMPLICATIONS**

### **4.1 Corporate Training Budget**

The consolidation of local CPD/training budgets from across the Council was approved by the Council's budget meeting on 5 March 2019. This combined with the corporate training budget will allow this resource to be targeted in support of the workforce development plan.

### **4.2 Apprenticeship Levy**

The Apprenticeship Levy was introduced in April 2017 with the aim of funding and increasing the number of apprenticeships in the public and private sector

Until the development of the Apprenticeship Programme this year, the Council had very few apprenticeships in place, so opportunities to access the available funding under the scheme was limited. The updated Apprenticeship Programme, as outlined in the Workforce Development Plan, will ensure that this is improved, whilst developing the younger workforce and developing skills for the future workforce through recruiting apprentices and upskilling existing employees.

## **5. LEGAL IMPLICATIONS**

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

## 6. 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 Workforce Plan is designed to ensure we have enough capacity and capability in our workforce to deliver the Target Operating Model and our LOIP outcomes over the period 2019-2021. Without the approach contained in the Plan there is a risk that we fall short of that capacity and fail to develop the necessary capabilities for the future. There is also a risk to the confidence and morale of employees if they cannot clearly see how they fit in with and can develop themselves in line with the requirements of the future.	M	The Workforce Plan contains a range of mitigations in this respect. In terms of capacity this includes looking to develop and attract younger people into the workforce through apprenticeships and internships; reskilling people into areas of growth and making best use of our internal talent. In terms of capability mitigation includes the development of a comprehensive framework which clarifies the skills, knowledge and behaviours required at all levels, a workforce development plan to support this framework and a review of our PR&D process to measure and motivate performance. Providing this level of clarity, support and personal accountability should impact positively on staff morale.
<b>Customer</b>	The Workforce Plan is focused on developing the capacity and capability which will support delivery of our outcomes for the citizens of Aberdeen. Without the planned approach proposed in the Plan there is a risk that these outcomes are	M	The mitigation in this area is as described above.

	not realised for our customers.		
<b>Environment</b>	None		
<b>Technology</b>	The Workforce Plan is intended to promote a culture which supports a digital and improvement mind-set. There is a risk that if not sufficiently well planned this intended impact is not realised.	M	Digital and improvement skills form a key part of the capability framework which sets out what we require in our workforce. The workforce plan contains a digital skills strand which will look not only at technical skills but also at the behaviour and culture which supports a digital and improvement mind-set.
<b>Reputational</b>	The Workforce Plan focuses on a flexible workforce, internal recruitment and development as well as on attracting younger people into the workforce through apprenticeship programmes. Without these internal opportunities we may have an inability to fill skill gaps in areas of growth thus impacting on our reputation as a council in terms of service delivery. Without these external opportunities the Council may continue to be seen as a traditional place to work which is not attractive to younger people.	M	A clear and planned approach to workforce development with a focus on internal recruitment, developing skill-sets and promoting fluidity and flexibility across the workforce should provide opportunities for existing staff and demonstrate we value our workforce by investing in their development. Apprenticeships and other opportunities should positively impact on our reputation as an employer and therefore on our ability to recruit and retain staff.

## 7. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous People</b>	The impact of this proposal is primarily intended to ensure we have the internal capacity and capability to deliver the Target Operating Model. This should, in turn, impact on our



	<p>ability to deliver on outcomes for our citizens and improve the services delivered to our customers.</p> <p>Our developing young people programme directly supports the delivery of stretch outcome <b>1. 10% increase in employment across priority and volume growth sectors by 2026 and 2. 90% of working people in Living Wage employment by 2026</b></p>
<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Workforce</b>	The proposal is intended to align the individual capabilities of our workforce with our organisational capabilities and with the culture of the organisation. As such it is anticipated that it will result in improved employee confidence, productivity, morale and well-being.

## 8. 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

## 9. APPENDICES

Appendix 1 - Workforce Plan  
Appendix 2 - Capability Framework

## 10. REPORT AUTHOR CONTACT DETAILS

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# Aberdeen City Council Workforce Plan



# 1 Introduction

In August 2017 Council approved the 'Building a Council of the Future' report which set out our Target Operating Model (TOM) and the workforce we will require to deliver the TOM. To achieve the TOM, seven organisational capabilities need to be developed if the organisation is to be fit for the future.

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

These capabilities have shaped the transformation programme and are derived from the TOM's design principles. Ultimately, it is our staff who deliver this programme and who, through their individual capability, make up our organisational capability and it is our staff who determine the organisation's ability to meet the needs of our customers. Our focus must therefore be on ensuring that our culture and the environment we work in supports people to develop these capabilities and, in turn, deliver on our purpose.

The extensive engagement undertaken with employees from November 2017 to March 2018 to define the culture we need to support our organisational capabilities has further confirmed the role that culture plays on a practical level and this has been reinforced by the Staff Governance Committee through their endorsement, in March 2019, of our five Guiding Principles:



These Principles will, in effect, create the culture needed to achieve our organisational capabilities and embed the TOM by guiding our behaviours, our relationships with one another, our decision making and the way we work.

The purpose of the Workforce Plan is to focus on deliberately shifting our culture to align with the Guiding Principles, while at the same time developing the individual and organisational behaviours, skills and knowledge that will deliver the organisational capabilities.

To do this, the scope of the plan includes:

- Our **vision** for our workforce of the future
- Building our **capacity** to deliver our vision
- Building our **capability** to deliver our vision
- Building **personal accountability** through our approach to performance review and development



## 2 Our Vision for our Workforce of the Future

To build capacity and capability for our future workforce, we start with addressing the skills, knowledge and behaviours we will require, how we will address key gaps in our workforce, and how we will create a more flexible and fluid approach to career development, with opportunities for reskilling and internal movement through identifying areas of potential shrinkage and areas of growth or sustained need. Collaboration with our Arm's Length External Organisations (ALEOs), Partners and the Health and Social Care Partnership is integral to this vision.

### 2.1 Changed Size and Shape of the Workforce

As funding continues to reduce, the workforce will become leaner. This requires a more fluid and flexible workforce with a move away from specialist skills and silo-working and towards developing more generic skillsets supporting agility. It also requires a greater focus on employee development and internal recruitment, ensuring roles themselves give flexibility across a range of tasks and that internal talent is used flexibly for development, sustainability and retention, rather than relying on external recruitment or agency services.

A focus on cross-cutting knowledge, skills and behaviours as well as personal attributes, rather than on professionally siloed experience, enables the organisation to identify employees with the right personal strengths for a particular role, and to augment these with supported development, job knowledge, experience and qualifications over time. This type of approach can move us beyond a traditional recruitment or redeployment model; whereby the assessment of employees' individual capabilities is used to move people into new roles. Instead the process is based on an employee's personal qualities and behaviours as well as transferable capabilities. It also requires a focus on the capacity of our employees and on reducing absence, for example through greater support for mental health and wellbeing.

A change in the size of the workforce will also impact the shape of the workforce with fewer layers of management in future. A reduction in hierarchy and reduced levels of authorisation will help reduce costs and loosen the structures which inhibit curiosity and experimentation. At the same time, it will require increased personal accountability and empowerment and alter the management/employee relationship with managers who, while confident in managing people, see themselves primarily as leaders: enabling, coaching and actively promoting distributed leadership.

### 2.2 Different Skills, Knowledge and Behaviours

Demand on our services will continue to change in line with changing demographics, changing citizen needs, the implementation of digital solutions and the redesign of services to reduce demand or manage it differently. This will inevitably impact on the type of skills and roles we require.

There will be areas of reduced demand where service redesign means that certain tasks are no longer required, or where fewer people will be required in certain roles, or where a type of role is no longer needed. At the same time there will be aspects of work where demand increases, particularly in the areas of early intervention and prevention. These changes, coupled with a desire to support continued careers for our staff, will require us to invest in reskilling from areas of reduced demand to areas of growth.

The increase in digital services and emergent technology will require a workforce which embraces technology and agile working; at the same time it will shift our focus from transactional tasks and processes, freeing up 'time to care' and to focus individual roles and efforts on the higher value

work which makes a real difference to the people and place of Aberdeen. Simple customer care will move to complex customer care as we encourage our able customers to be more self-sufficient through signposting and directly support the more vulnerable in society.

## 2.3 Workforce Diversity

For the first time there are five generations of employees in work, each potentially with very different expectations of work and of the workplace. While job security and pay may have been highly valued in the past, millennials (those born between 1981 and 1996) and younger generations find more value in work which is meaningful, results in positive social change and which provides opportunities for learning and development (Deloitte Millennial Survey 2016).

Differing expectations need to be considered in the way we design work and plan for our future workforce. At the same time, we need to be conscious of capturing the knowledge and experience of those coming to the end of their careers through more focused knowledge management, coaching and mentoring and succession planning.

It is crucial that we place an increased focus on creating an environment where equality and diversity is valued and that we foster a working environment that encourages diversity of thought, perspective and background as well as being an employer of choice and promoting inclusivity for all.





## 3 Building our Capacity to Deliver

In order to consider our capacity to deliver as an organisation, it is essential to review our current workforce profile and our areas of sustained and increasing demand, alongside reducing areas of demand and to use this information to develop our workforce of the future.

Based on an ongoing assessment of our workforce data we have identified a number of challenges and opportunities we currently face as an organisation. From this, there are three main areas of focus. These are:

- Responding to our multi-generational workforce
- Developing our young workforce
- Reshaping our current workforce to support our areas of sustained and increasing demand as well as supporting health and wellbeing

### 3.1 Responding to our Multi-generational Workforce

With a multi-generational workforce comes a need for differentiation of work environment and support. We need to ensure that these generational differences are taken into consideration when designing work, the working environment and support mechanisms. As the skills the organisation needs to deliver its business change, particularly digital skills, we need to ensure that our workforce has those skills, knowledge and behaviours to adapt to change.

An older workforce will have significant knowledge, skills and experience. As the workforce ages, and with the use of VSER, the risk to the organisation is that a depth of knowledge, skills and experience is reduced. It is important, therefore, that the organisation has a workforce which can develop and learn the knowledge, skills and experience from those leaving, while also bringing their own new skills into the organisation. The workforce can then be shaped and developed to suit the needs of the organisation and its customers, as well as developing those employees who are moving through their careers at various phases.

### 3.2 Developing our Young Workforce

Currently, our largest staff group in terms of age is in the 50-59 bracket (38.7% of our workforce is aged 50 or over). This has clear implications for succession planning. At the same time, we are under-represented in the age brackets under 20 (0.51% of workforce) and between 20 -29 (14.31% of workforce).

An age diverse workforce brings benefits to our ability to work creatively as an organisation and supports succession planning. We therefore wish to improve working life for our existing young employees as well as to attract new young employees into our workforce of the future.

We are an Investors in Young People accredited employer and seek to improve our current standard level accreditation to achieve the silver award for Investors in Young People in 2020 and ultimately to become an Investors in Young People Gold accredited employer. Our aim is to achieve a reputation as an employer who engages, supports and enables young people to learn and develop their skills, qualities and behaviours and in turn provides meaningful employment experience and opportunities that benefit the individual, the Council and the wider economy of Aberdeen. In addition, our work in this area is driven by the stretch outcomes within the Local Outcome Improvement Plan's economy section.

There are a range of initiatives in place or currently being developed to support our young

workforce. These Programmes will offer career pathways for young people and provide a means of attracting future talent through engaging with young people in schools, colleges and universities to provide opportunities to consider the Council as an employer of choice. They will also crucially offer qualification and retraining routes for current staff, supporting the reshaping of our workforce into areas of need.

### 3.2.1 Apprenticeship Programme

An Apprenticeship programme has been developed which includes Foundation, Modern and Graduate apprenticeships across a range of job roles and areas. It is intended that as we develop our apprenticeship offering, this will provide career pathways and succession planning opportunities to our existing workforce whilst at the same time, providing talent pipelines for our workforce of the future.

**Foundation Apprenticeships** – give opportunities for secondary school pupils in S5 and S6 to gain work experience and access work-based learning whilst still at school.

**Modern Apprenticeships** - offer young people over 16 an employment and training programme, focusing on areas of increased demand such as early years and social care.

**Graduate Apprenticeships** - provide opportunities for work-based learning at degree level for current employees. We have recently partnered with the Robert Gordon University to support Graduate Apprenticeships across a range of frameworks.



The diagram above illustrates our developing career pathways for young people to progress through apprenticeships and their career with the council, with an example of an IT apprenticeship route.

### 3.2.2 Work Experience / Internship Programme

#### Corporate Internship Programme

A new Corporate Internship Programme will provide a consistent approach to Internships and Work Experience Placements as a method of introducing young people to the Council in a job area of their interest. They will link to the Apprenticeship Programme with career pathways to Modern or Graduate Apprenticeships, for example, on completion of the Internship.

#### Corporate Internship Programme - Care Experienced Young People (Corporate Parenting)

The Corporate Internship Programme will provide ring-fenced opportunities for Care Experienced Young People. This aligns with the Local Outcome Improvement Plan’s commitments as corporate parents as set out in the Prosperous People section.

On completion of the internship, candidates can apply for Modern Apprenticeships or entry level council vacancies under a guaranteed interview scheme (where they meet the minimum requirements for the role).

Integrated Children’s and Family Services are currently working with MCR Pathways, a Glasgow based charity, to provide a school-based Mentoring and Talent Taster programme to support





disadvantaged and care-experienced young people, with the intention that this programme will link with the Internship and Apprenticeship programme.

The diagram below illustrates a potential career pathway for young people who have joined the council through work experience or an internship, with an example in Early Years.



### Career Ready Internship

The Career Ready Programme links school pupils in S5 and S6 with employers to develop their understanding of careers and the right attitudes and professional skills needed to gain employment. The programme includes a 4-week paid work placement.

This programme also provides an opportunity for employees to develop mentoring skills and support young people into positive destinations

### 3.2.3 Support to our Young Workforce

To maximise the opportunities and the potential of young employees, support, guidance and development need to be in place as well as recognition of the contribution they make to the organisation. This will be important for retention of young employees and succession planning as well as for attracting young people to consider the Council as an employer of choice. The following will be created:

**Young Employee Network:** with representation from employees aged 16-24, across the organisation. The purpose of the network is to gather views from young employees on their employment experience, and to involve them in the development of key initiatives across the organisation.

**Young People's Support Framework:** where young employees can have access to a mentor, coach or buddy, where appropriate. As part of this, young employees themselves will be given the opportunity to mentor others. The review of our PR&D scheme will also take account of the needs of differing expectations across generations.

## 3.3 Reshaping our Current Workforce to Support our Areas of Sustained and Increasing Demand

With some areas of the organisation facing reduction in demand and others facing difficulties recruiting or requiring an enlarged workforce, it is important that we redirect our employees to the areas which are needed. This will require a focus on developing internal talent and shifting this talent to areas that will ensure organisational priorities are being met. It is vital to ensure we have the flexibility in our workforce and in our processes to transfer resource from areas of reducing demand and to areas of growth in a targeted way.

This will require an emphasis on developing the necessary knowledge, skills, behaviours and, where appropriate, qualifications, accreditations and memberships, in our existing workforce. As an example, we are currently supporting a number of employees to retrain as primary and secondary teachers and early years practitioners.

We will open up additional pathways in growth areas to make them as accessible as possible for employees, including addressing the requirements of different generations and those with varying levels of qualification and work experience. By offering different pathways into these roles, we will develop internal talent pipelines and ensure continuing and sustainable growth in recruiting to these roles.

We will also improve accessibility to roles. Some roles currently have very specific qualifications and experience requirements attached to them which may not be needed to deliver all aspects of the role. It may be possible to recruit individuals into these roles whereby they can undertake some of the activities in order to support service delivery, while learning and being developed to deliver further aspects of the role (or gaining qualifications required by law).

In terms of internal recruitment we will focus less on experience and qualifications, and more on the behaviours and capabilities that would ensure success in the role. This will open up more roles to internal employees, especially those in areas of reduced demand, and allow more accessibility into roles in areas of growth. It will also enable services to deliver on priority services in a flexible way.

While our primary focus will be on ensuring internal development and the internal transfer of resource, there will still be a need, particularly in the short-term, to recruit externally. However, the focus of this will be on roles we require to fill immediately with already qualified individuals that cannot be sourced internally or where the role cannot be transformed into an apprenticeship opportunity.

Roles which are essential for the delivery of statutory services such as education and care will continue to be an area of focus for recruiting or retraining current staff, as well as working in partnership with other public and third sector partners on promoting care as a career choice.

There are some roles where we face significant challenges in recruitment - these are areas of sustained demand (hard to fill) and areas of increasing demand (growth areas). Reasons for these vary, but include local or national shortages, specific areas of growth where there is a corresponding shortage of supply, changing demographics and the impact of government initiatives, such as the early years expansion. The table below sets out example roles in these categories:

<b>Examples of Sustained Demand</b>	<b>Examples of Increasing Demand</b>
Teachers	Early Learning and Childcare
Educational Psychologists	Digital
Care Support Workers	Business Intelligence / Data Analysis

NB. This list is not exhaustive and will change as demand shifts.

In summary, to address workforce challenges with capacity we will:

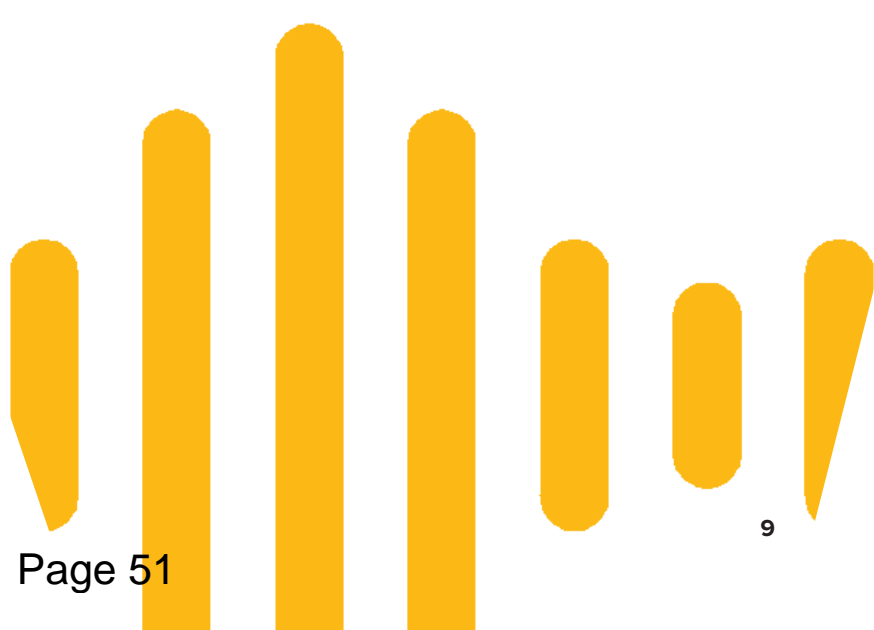
- Become an employer of choice, supporting workforce diversity;
- Use turnover and VSER to manage areas of reduced demand;
- Retrain and move existing staff into new roles and careers to address areas of sustained and increasing demand;
- Grow our own staff to fill gaps, short and long term;
- Provide opportunities to develop our young workforce;



## Supporting Health and Wellbeing

We want all staff to be well and to thrive at work. Healthy, happy individuals are more likely to embrace change, work flexibly to help others and be creative problem solvers at work. With an emphasis on developing internal capacity and the need for flexibility and efficiency in our reducing workforce, there is a need to focus on supporting employee health and wellbeing. To do this we will:

- Implement the mental health action plan, approved at Staff Governance Committee in March 2019;
- Support managers and teams to create and maintain supportive and healthy workplaces and practices that ultimately enable a reduction in absence;
- Continue and further develop our partnership with Healthy Working Lives;
- Continue regular reporting to understand absence and support improvement by targeting specific areas ;
- Address the reasons for absence with evidence-based sickness absence action plans;



## 4 Building our Capability to Deliver

With a smaller workforce, we need to ensure we have the capability to deliver. We will do this by investing in future skills, knowledge and behaviour, providing clarity of expectation, support to meet expectations and a means of measuring, managing and motivating personal accountability. We will provide opportunity to celebrate strengths and successes and identify the right support for each individual to address development needs and enable a flexible approach to careers.

### 4.1 Defining Capabilities - Capability Framework

Capability frameworks, sometimes referred to as competency frameworks, are widely used across industry and the public sector, including Scottish Fire and Rescue and the Civil Service. These frameworks set out the skills, knowledge and behaviours required at different levels in an organisation and are variously used for recruitment, induction, development planning, performance review, career and succession planning. The behaviours we require in our future workforce are already defined under our five Guiding Principles. By adding skills and knowledge to this, a comprehensive framework has been created which describes the individual capability each employee requires in order to deliver on the seven organisational capabilities.

**Appendix 1** sets out the full framework of knowledge, skills and behaviours. It will be in addition to, and will complement, job profiles which outline specific technical requirements for each role.

This capability framework should deliver several benefits:

- **For the individual** it will provide real clarity about what is expected; the ability to develop transferable knowledge, skills and behaviours enabling people to work across a multitude of service areas in response to changing demand; and a means for planning personal and career development.
- **For managers** it will provide a clear and comprehensive framework for induction, development, performance review and succession planning, enabling open dialogue with team members around areas of strength and development.
- **For the organisation** it will support our capacity to deliver our purpose, and the capability of each person to do this, by promoting key skills and ways of working; flagging key areas for development and assignment of training resources. This will move us towards an agile and multi-skilled workforce with the necessary digital and distributed leadership capabilities and help support a matrix and collaborative way of working.

The capability framework has been developed following external research of industry best practice, including the CIPD, and benchmarking against other Local Authorities and organisations. Internally, the framework has been developed from an understanding of what the organisation requires in terms of individual capability and has been shaped and refined following engagement with a wide range of staff and managers across all disciplines of the Council. This included senior managers, subject matter experts, Trade Unions and focus groups involving front line services.

The framework is shaped under the five Guiding Principles and is structured into four levels reflecting the complexity of the role and context in which it is performed. Given that distributed leadership, alongside individual capability, underpins our cultural and organisational change journey, the levels assume that everyone has a part to play in terms of a leadership role, whether they are paid to be a manager or leader of people or not. We define leadership as - 'The art of moving others to a common goal' and this notion of leadership cuts across all levels. Every member of staff has a responsibility for delivering our purpose as an individual but also for supporting others to do the same. The levels are as follows:



**Level 1**  
 Valued for knowledge and skills in their area of work  
 Expected to be a role model for the organisation and share knowledge through mentoring, leading and supporting colleagues and customers  
 Individual contributors responsible for personal performance and delivering outcomes through self-management, sometimes with guidance from a line manager  
 Unlikely to have responsibility for supervision of others



**Level 2**  
 Valued for their ability to lead projects and/or or others or 'thought leadership' on specific areas of work  
 Leaders of individual contributors through formal line management or through matrix or project management  
 May have supervisory responsibility for helping others perform effectively  
 May be a leader of team(s) with responsibility for the application of HR policy and the development of others



**Level 3**  
 Valued for the ability to lead others and influence within the organisation and with external parties  
 Individuals  
 Responsible for leading and influencing service delivery, or with regulatory or strategic advisory function(s)  
 May be experienced managers who manage teams or other managers or subject matter specialists either in a formal line management capacity or through leadership of programmes



**Level 4**  
 Valued for the ability to lead others and the organisation and influence through sector and system leadership  
 Individuals with strategic responsibilities across the whole organisation who inspire direction and purpose and who are skilled in strategic and transformational leadership  
 Responsibility for providing leadership both internally and externally

As illustrated, the levels demonstrate that other aspects of leadership, other than paid people management responsibility, are accounted for, for example those with responsibility for policy, strategy and organisational direction.

Each level is cumulative with individuals expected to demonstrate the skills and knowledge at their own level and the levels below, with the behaviours being appropriate to all levels.

## 4.2 Supporting Capability - Workforce Development Plan

The way people learn is changing. The majority of learning (around 55%) comes through on the job experience, around 25% comes from social learning with colleagues (coaching, mentoring, peer learning) and just 20% through formal learning (classroom training or online courses). This means we need to modernise our thinking about what development means in the workplace. Our approach to delivering the Workforce Development Plan is based on the following assumptions:

- Learning is a continuous act that never stops
- Learning takes place across different arenas – through on the job experience, social or peer learning and formal learning via workshops and online courses
- We trust and enable the workforce to access their own learning when they need it, and to share their learning with others to benefit the wider organisation

- We recognise and account for individual learning styles and preferences.

This, then is not simply a change in how training is curated, housed and accessed but a real cultural change for the workforce in terms of:

- **embracing self-directed learning** – recognising that ‘informal learning’ is now the first line in becoming upskilled and it is for individuals, with the support of their line manager, to identify what they need and the best way to get this. In order to facilitate this, we will create an online interactive space - a Learning Academy - to house learning and provide a place where people can participate and collaborate around learning which is of value and which helps meet organisational needs. As far as possible, all learning interventions will be open to everyone to access based on level of need, interest and aspiration. Colleagues will be encouraged to share and collaborate on other learning interventions they find of value – be it links to YouTube videos, notes from a webinar or promoting what they’ve found useful in their role.
- **adopting a coaching or mentoring approach** – managers should see themselves as enablers, as coaches, developing others and involving them in shaping the future. The Institute of Coaching highlights the positive benefits that adopting a coaching approach makes to individuals including an increase in self-reliance and job satisfaction, contributing more effectively to the team and wider organisation and taking greater responsibility and accountability for actions and commitments. A key priority will therefore be to ensure our managers are equipped with the requisite skills to be competent and confident in coaching individuals for development (as well as performance). Core coaching skills will also be embedded across the full workforce which will further promote self-reliance and personal accountability both with colleagues and customers.
- **becoming a learning organisation** – having a culture, environment and structures (policies and practice) where learning is valued for the difference it makes and not simply tolerated, ignored or seen as a ‘nice to have if we had time’

While a core part of the Plan is based on how we will develop Individual Capability and Culture through the individual capabilities set out in the Capability Framework, training and development will also be available to support:

### **Organisational and service redesign**

This includes a focus on developing internal talent, reskilling individuals from areas of reduced demand to areas of growth, developing our young workforce through a variety of means, including apprenticeships, and supporting service redesign. There will also be a need to ensure services are developing the necessary skills for effective succession planning and are forecasting the technical skills required for the future. The approach to development takes account of the investment which will be required in these areas.

### **CPD training**

There is, and will continue to be, an ongoing need to maintain professional registrations in order to comply with the requirements of professional bodies and maintain trust in the competence of the organisation. Increasingly we need to ensure the balance between professional knowledge and flexibility across roles is maintained.

### **Mandatory and statutory training**

Including development to comply with legislative and regulatory requirements in order to ensure



employees are aware of and compliant with their responsibilities in a range of areas which have been identified as representing potential risk to the organisation.

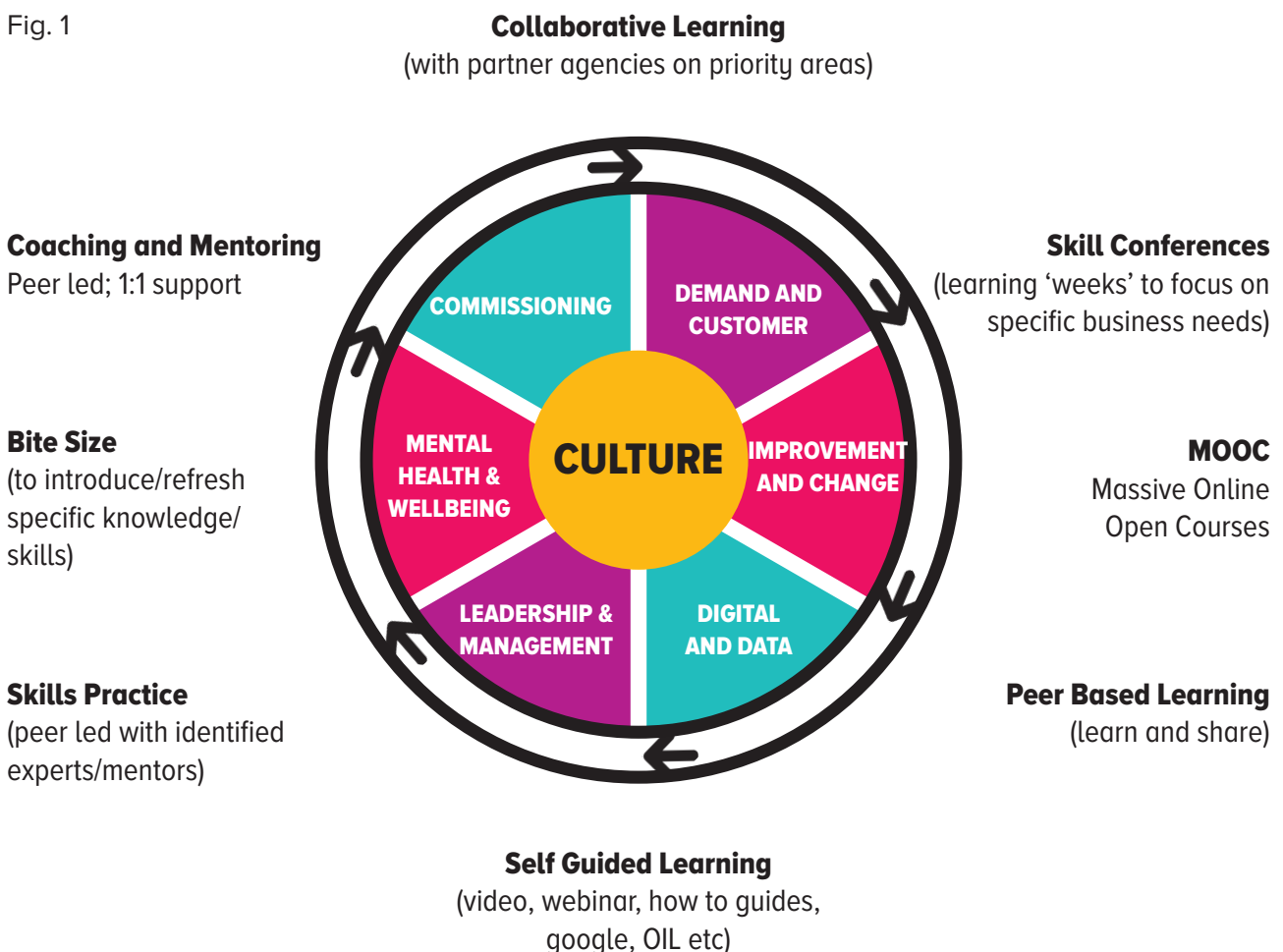
### Leadership and management development

A move from hierarchical management to distributed and collaborative leadership is critical to achieving our workforce of the future; a core message across all our development will therefore be what distributed leadership means in terms of increased personal accountability and empowerment for all. For those who are paid to be managers, there will be an emphasis on ensuring they are confident people managers and are able to apply people management policies with sensitivity and judgement; and more crucially that they are able to see themselves as leaders and develop the skills required to create an environment which enables and empowers.

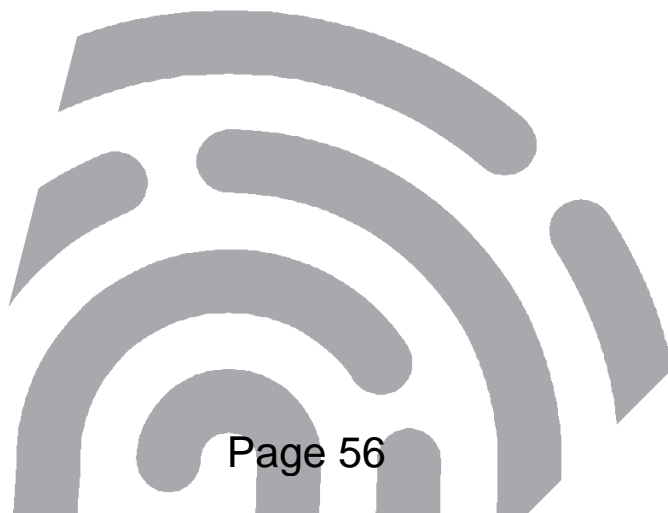
It is not intended for the Workforce Development Plan to be prescriptive about what development is required at each level of the capability framework – rather to curate and offer a range of learning opportunities to signpost people to in-time learning, in a format which suits their learning need, individual learning style and business efficacy. As such, the focus on learning will be centred around

- the culture change required (Guiding Principles)
- the key development themes which have been summarised from the Capability Framework as being core to developing individual capabilities (fig. 1)
- the range of self-directed and other learning interventions available.

Fig. 1



## Delivering the Workforce Development Plan







## STEP 1:

Identify the Organisational Themes and Priorities – As captured below

Theme	Organisational Need
Demand and Customer	Embedding the Guiding Principles Understanding Demand Improving the customer experience Personal Impact Systems Thinking
Improvement and Change	Leading and Supporting Change Improvement Thinking Design Thinking
Digital and Data	Core IT Skills/ Digital Literacy Office365 Data Life Cycle
Leadership and Management	Coaching skills Mentoring People Management Self-Leadership
Mental Health and Wellbeing	Mental Health Building Personal Resilience
Commissioning	Understanding the commissioning for outcomes approach Writing outcomes Writing specifications Contract Management Finance Frameworks

## STEP 2:

### The Learning Platform (Learning Academy)

In line with the Council’s move towards digitalisation and self-service, a SharePoint space has been created where people can seek, access and share knowledge and learning. This promotes self-directed learning and harnesses informal learning, especially experiential learning. This platform will host both the core programme and provide a collaborative space where people can share their own development finds.

This is currently being co-created with our learners.

## STEP 3:

### Core programme of options to meet organisational needs

A range of options will be made available to address the core themes identified in the table above. This will include Social (25%) and Formal (20%) learning interventions to meet current organisational needs.

## **STEP 4:**

### **Developing an understanding of individual need**

As part of PR&D employees will complete a Self-Assessment against the capability framework. As a result, individuals across the organisation will have a clearer understanding of their own personal capability. We will also then have a map of capability across the organisation which will help us understand the priority development needs for the coming period.

## **STEP 5:**

### **Exponentially growing the offering through digital collaboration and sharing**

In line with our aspiration to become a learning organisation, we are seeking to change the culture from a top-down, one-directional, traditional method of learning, which maintains people in an expectant, disempowered state; towards one where people are advocates for learning and become co-creators and curators of our learning environment. They are accountable for the investment made in their development, are empowered to seek their own learning and able to share this learning with colleagues from across the organisation to meet individual needs. What this means is that learning is open to everyone; not at specific levels – but accessed based on need – identified through the capability framework – so that people get what they need at the time they need it.

### **How this might work**

Employees use the Learning Platform identified in Step 2 to share their resources, become coaches/ mentors, deliver webinars, contribute to others' development by offering shadowing or insights. People tag their learning using the organisational themes, #demand #customer #mentalhealth. This means they add their learning to the core programme so that people can search for learning by organisational need or by their own individual need, identified through the capability framework and PR&D. People can add multiple tags for cross cutting organisational themes and create their own bespoke tags to share more technical knowledge across the organisation #engineering #recycling #design.

This method of tagging can be replicated in CoreHR and SharePoint so that people can search for what they want, rather than 'guess' at what is needed.

### **Next steps: tracking learning and linking to PR&D**

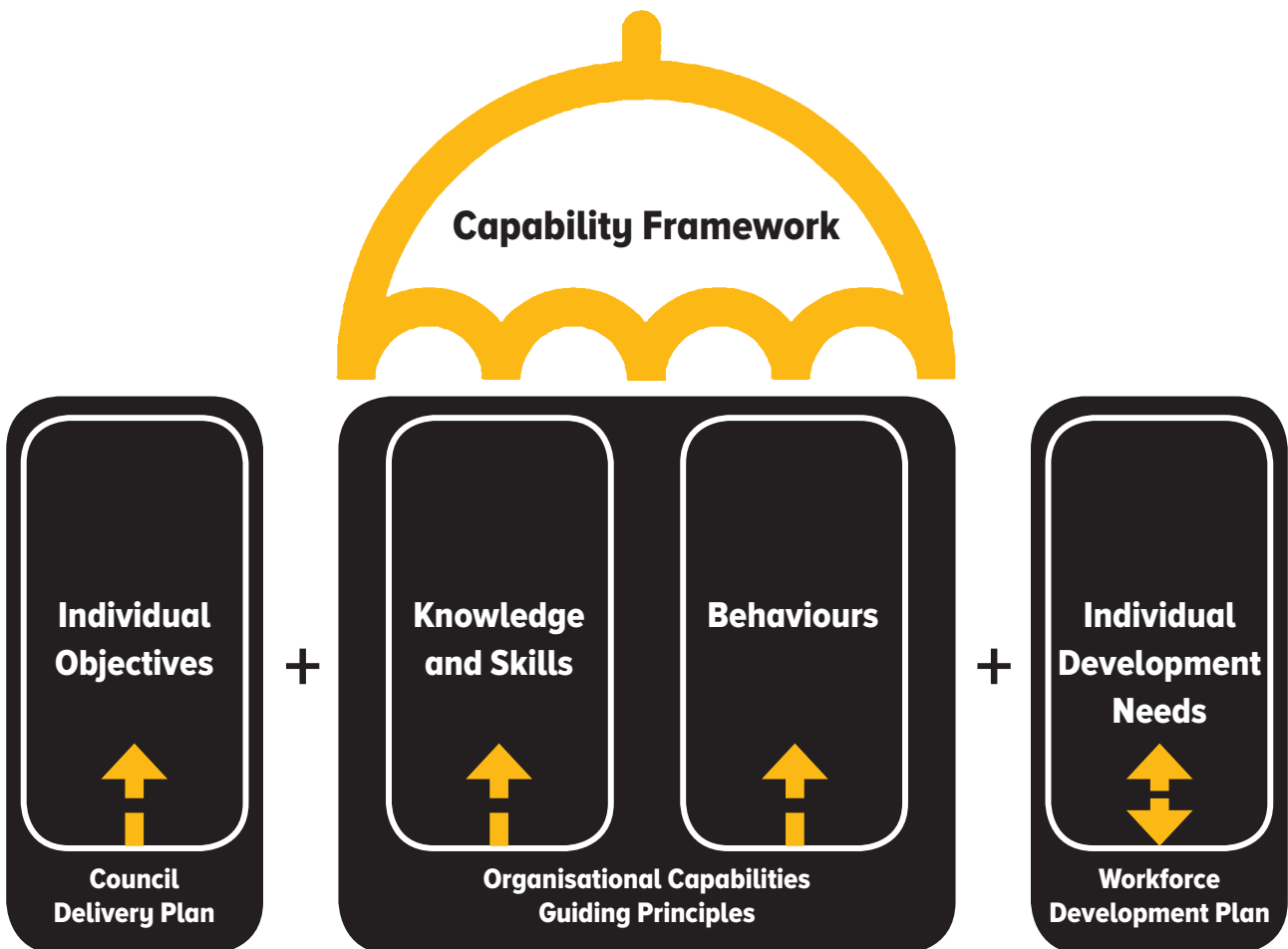
Since the majority of learning and development will become more informal, ad hoc, on demand and self-directed, tracking will become less about recording the training and more about the impact on the individual's performance, as evidenced through PR&D. However, where the development is attached to the person's job profile or is a mandatory requirement this will be recorded and tracked through a digital platform, CoreHR, which will also be able to flag any outstanding development needs or any refresher training required.



## 5. Building Personal Accountability Through our Approach to Performance Review and Development

A revised PR&D will bring together all the elements which support the development of our organisational capabilities and our culture. As illustrated below it will provide a means to have continuing conversations which link individual objectives to our purpose and the priorities in the Council Delivery Plan; assess individual knowledge, skills and behaviours against the Capability Framework; and identify means to support and develop any gaps in knowledge, skills and behaviours through the Workforce Development Plan.

### Continuing Review and Development



The review of PR&D provides an opportunity to refresh what we measure in terms of performance in order to ensure that time and energy is focused on what will achieve our outcomes, build our capability and strengthen our culture. This will include:

- **Review of Objectives:**  
Ensuring a focus on outcomes, clarifying how the individual's role links to our overall purpose, what their individual objectives are and how these contribute to our purpose; this will include the opportunity to agree shared as well as individual objectives to encourage collaborative working. Managers will have a specific objective relating to:
  - Their contribution to the Council's Delivery Plan whether through the LOIP, commissioning intentions, political priorities or transformation project delivery
  - How they will deliver better outcomes for staff including health, safety and wellbeing, culture and application of HR policies
  - Their role in ensuring sound financial performance – allowing managers to continuously discuss and monitor their financial position on spend and staff costs.
- **Review of Capability:**
  - **Skills and knowledge** – will be reviewed by all staff using the Capability Framework to build individual capability by discussing the key skills and knowledge expected of the employee at the level assigned to their role; identifying areas for development as well as areas of strength where learning could be shared with others.
  - **Behaviour** – will be reviewed using the Guiding Principles and behaviours as set out in the Capability Framework; this will focus on strengthening individual contribution to culture through discussing the Principles and examples of how the individual is demonstrating the behaviours within these; this will provide the opportunity to value and recognise good practice and review any issues which have been raised as part of ongoing conversations.

These more robust measurements, combined with the functionality of our new digital platform, will allow for better performance reporting at an individual level. At a service level it will enable more informed succession planning; while at an organisational level improved data can be used to monitor progress of the Local Delivery Plan.

Arguably the most important element of any PR&D process, however, is how it motivates pride and performance. While pay is often seen as a prime motivator, research indicates that this is largely limited to work that involves routine and repetitive tasks. Where the nature of work is more creative, and involves problem solving, intrinsic job satisfaction is more of a motivator; for younger generations a connection to a higher purpose and meaningful work has become increasingly important. An understanding of these motivational factors will be important when developing the revised PR&D and supporting managers to have effective motivational performance conversations.

Future PR&D will be based on continuous review which is focused on regular, meaningful conversations. These encourage discussion around how the individual is contributing to our culture and equally how the organisation and line manager are helping the employee to thrive at work. Built around the Guiding Principles, these conversations will be employee-led with a focus on coaching, reflecting on achievements, identifying and overcoming any barriers, allowing time to value and recognise good work and time to discuss additional stretch or support as may be required. In this way the conversations will start to act as a barometer of good health in the team, cluster and, ultimately, the organisation.



In summary, future performance conversations will cover the following main elements:

- **Achievement of objectives and outcomes** – what has gone well, what could have been done more effectively and how and what the individual has learned from this;
- **Capability** – how they are demonstrating and developing the knowledge and skills required at their level;
- **Behaviours** – how they are demonstrating the behaviours aligned to the Guiding Principles;
- **Development plan** – What the review of these areas of performance leads to in terms of development needs and how these will be fulfilled;
- **Future objectives** – what the forthcoming period has in store and how their work will support the organisation to achieve our outcomes for our customers.





June 2019



# Aberdeen City Council Capability Framework





## How do I use the framework?

### **1. Find your level**

Identify the best level for you, in discussion with your line manager.

### **2. Complete the self-assessment**

Take some quiet time to complete the self-assessment to identify your strengths and development areas.

### **3. Reflect on your results**

Based on your results and feedback from your line managers and others, think about your priority areas for development. How might you share your strengths and build up your development areas?

### **4. Share and discuss**

Discuss your results and agree your development plan with your line manager.

### **5. Move to action**

Agree your development needs and plan, then start learning and sharing!



# The Framework Levels

The framework is shaped under the five Guiding Principles and is structured into four levels reflecting the complexity of the role and context in which it is performed. Given that distributed leadership, alongside individual capability, underpins our cultural and organisational change journey, the levels assume that everyone has a part to play in terms of a leadership role, whether they are paid to be a manager or leader of people or not. We define leadership as - ‘The art of moving others to a common goal’ and this notion of leadership cuts across all levels. Every member of staff has a responsibility for delivering our purpose as an individual but also for supporting others to do the same. The levels are as follows:

			
<p><b>Level 1</b> <b>Responsibility for leading self</b></p> <p>Valued for knowledge and skills in their specialist area</p> <p>Individual contributors responsible for personal performance and delivering outcomes through self-management, sometimes with guidance from team leaders</p> <p>Unlikely to have responsibility for supervision of others</p>	<p><b>Level 2 (plus 1)</b> <b>Responsibility for leading others</b></p> <p>Valued for experience in their specialist area and their ability to lead projects and/or on specific areas of work</p> <p>Leaders of individual contributors through formal line management or through matrix or project management</p> <p>May have supervisory responsibility for helping others perform effectively</p> <p>May be a leader of team(s) with responsibility for the effective management of people and the development of others</p>	<p><b>Level 3 (plus 1-2)</b> <b>Responsibility for leading teams</b></p> <p>Valued for the ability to lead others and influence within the organisation and with external parties</p> <p>Individuals responsible for leading and influencing service delivery, or with a regulatory or strategic advisory role</p> <p>Experienced leaders who lead other managers or subject matter specialists</p>	<p><b>Level 4 (plus 1-3)</b> <b>Responsibility for leading the organisation</b></p> <p>Valued for the ability to lead leaders and the organisation and influence through sector and system leadership</p> <p>Individuals with strategic responsibilities across the whole organisation who inspire direction and purpose and who are skilled in strategic and transformational leadership</p> <p>Responsibility for providing leadership both internally and externally</p>

As illustrated, the levels demonstrate that other aspects of leadership, other than paid people management responsibility, are accounted for, for example those with responsibility for policy, strategy and organisational direction.

Each level is cumulative with individuals expected to demonstrate the skills and knowledge at their own level and the levels below, with the behaviours being appropriate to all levels.

**Indicative Grouping by Grade**

Indicative Grades within the levels given demand and responsibilities

G4-G10	G8-G14	G15-G17	ECMT
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# Purpose

We care about our purpose, our city and our people

## Supports the organisational capabilities:

- Focusing on outcomes that make a difference
- Managing demand through early intervention and prevention

## By developing skills, knowledge and behaviours which promote:

- Understanding the Council's purpose and direction
- Understanding and managing demand
- Taking a customer-centric approach

## BEHAVIOURS

### What this looks like when we're at our best

- We value people's voices which means we listen, seek to understand and then act
- We look at the bigger picture - we focus on what matters for the city of Aberdeen
- We step back and ask 'why' - we don't keep doing the same things and expecting a different outcome
- We look for how technology can take us forward, but we also know when the human touch is needed
- We act with integrity - we show moral courage – we do the decent thing
- Customers are not a number – we care and show empathy – we support the most vulnerable and encourage the most able

### What this looks like when we're at our worst

- Knowing something is rubbish or wasteful but doing it anyway
- Not listening or ignoring people's needs
- We know best 'ivory tower' thinking
- Being careless with data, resources, time or people
- Acting on personal preference or assumptions rather than facts

## KNOWLEDGE

### Level 1

#### I understand:

- Our purpose as a Council
- What an outcome is
- Our responsibility for improving outcomes for the people of Aberdeen and how my role contributes to this
- What is meant by customer demand and what it means to actively manage demand
- How the service I deliver meets customer demand
- What prevention and early intervention are
- Who my customers are
- How to identify opportunities for customers to self-help and self-serve

### Level 2 (plus 1)

#### I understand:

- The Local Outcome Improvement Plan (LOIP) and its improvement outcomes
- The Council's Delivery Plan
- How the Target Operating Model and its design principles ensure we are structured to deliver the LOIP
- Where the demand in my service comes from and the costs associated with this
- The Council's approach to demand management including different approaches to reducing and mitigating demand
- What a customer-centric approach involves
- The We C.A.R.E Charter and customer service standards

### Level 3 (plus 1-2)

#### I understand:

- How the services I manage support improved outcomes
- The volume, nature and costs of demand on the services I manage
- The importance of early intervention in redirecting limited resources to prevention rather than cure
- How to use design thinking and whole system thinking to improve outcomes and reduce demand through early intervention and prevention
- The importance of engagement and co-creation with customers
- The Community Empowerment (Scotland) Act 2015 and what this means for community engagement

### Level 4 (plus 1-3)

#### I understand:

- How the organisation can work with partners to support improved outcomes for the people, place and economy
- The volume, nature and costs of demand on my service, the council and its partners
- The principles of behavioural economics

# SKILLS

## Level 1

### I show I can:

Support others to understand our purpose

Guide and signpost customers to support for self-help and self-serve where appropriate

Listen to my customers and understand their needs

Ask 'why' questions to get to the root of customers' problems or issues

Interact effectively with customers showing empathy and understanding

## Level 2 (plus 1)

### I show I can:

Support others to understand and deliver against our purpose

Reduce demand and control costs

Research, analyse and interpret data to make evidence-based decisions which improve outcomes and reduce or remove customer demand

Apply techniques to encourage customer and community self-service and self-sufficiency

Work with customers and staff to proactively improve customer relations and service delivery

Seek and act on customer feedback to improve services

Apply and measure the customer service standards

## Level 3 (plus 1-2)

### I show I can:

Use storytelling to create a strong strategic narrative

Empower others to proactively manage demand and apply early intervention in practice to improve outcomes, reduce harm and control costs

Empower others to take a customer-centric approach and make decisions at the point of need

Engage effectively with customers through digital and other channels

## Level 4 (plus 1-3)

### I show I can:

Set the strategic vision for the organisation and inspire others to deliver this

Work with partners and suppliers to design integrated solutions and find opportunities to reduce demand

Design services so that they consolidate their activities based on customer needs

Lead the co-design of services with partners, customers and staff

Balance the need for a consistent approach to service delivery with the unique needs of different customer groups



# Pride

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

## Supports the organisational capabilities:

- Being flexible and adaptable
- Becoming intelligence-led
- Focusing on outcomes that make a difference
- Managing demand through early intervention and prevention

## By developing skills, knowledge and behaviours which promote:

- Transformation, change and improvement
- Digital transformation
- Adopting a commissioning approach

## BEHAVIOURS

### What this looks like when we're at our best

- We look at the evidence – then focus on making things better
- We encourage new thinking and build on each other's ideas
- Every interaction counts – we leave things better than we found them
- We embrace the new - we are creative and find ways to make things better
- We are positive and 'can-do'
- We are the organisation – we promote the good things we do

### What this looks like when we're at our worst

- Not willing to do things differently or move with the times
- Ignoring issues
- Being careless with council resources
- Having a negative attitude
- Dumping work on others
- Receiving and accepting poor standards of work
- Talking the organisation down

## KNOWLEDGE

### Level 1

#### I understand:

How I, and others, may respond to change and how I might offer support

What impacts on my personal resilience

My responsibility to seek opportunities to improve and change

How technology can be used to improve outcomes for customers and reduce costs

The importance of digital safety and how to protect myself and others online

The implications of storing and sharing information digitally

The Council's duty to demonstrate best value

### Level 2 (plus 1)

#### I understand:

Responses to change and how to support individuals and teams through change

The Local Government Scotland Act 2003 in relation to our statutory duty to improve

The Design Thinking approach

The Model for Improvement

How to measure the impact of improvement projects

The requirement to make changes in line with the Council's digital strategy

How to prioritise and allocate resources

The principles of contract management

The procurement regulations including the implications of non-compliance with the 'no purchase order, no pay' policy

### Level 3 (plus 1-2)

#### I understand:

The impact of the changes I make in my service area on the work of colleagues and other services

Service redesign approaches and continuous improvement tools

The Council's approach to digitisation and the different levels of digital maturity

Existing and emerging technology and how it can support the redesign of services

The Council's approach to commissioning for outcomes

The Council's supply chain

The Council's commitment to community benefit and wider social outcomes

Supplier performance and relationship management

### Level 4 (plus 1-3)

#### I understand:

How to consolidate change at a macro level and with partners for greatest efficiency and the benefit of our customers

My corporate role as a strategic leader in supporting the delivery of digital transformation

How to lead and champion the development and implementation of the digital programme

Strategic commissioning and the commissioning for outcomes approach

Population Needs Analysis and how this is used to improve outcomes

Cost recovery for charging

The market, its capability and capacity

## Level 1

### I show I can:

Support others to put in place changes that affect them

Discuss concerns in a positive and constructive manner

Contribute ideas on changing the way things are done, for the benefit of customers and colleagues

Highlight where a process can be made more efficient

Listen and be open to other's ideas about how things might be done differently

Remain flexible when different approaches and methods are required to achieve team outcomes

Be open to learning new skills to develop myself and the services I deliver

Be willing to test new ideas which will improve outcomes for customers

Use the technology required in my role and embrace new digital technology and digital solutions

Adopt the range of smarter, mobile and flexible working options available

Protect myself and others online

Store information digitally or online where possible

Challenge how money is spent

Treat Council money and resources with respect and always seek best value

## Level 2 (plus 1)

### I show I can:

Empower others and encourage them to release their creativity and innovation

Implement new ways of working in my team

Constructively support others to think and work differently – giving freedom to test and learn

Support others to adapt to an evolving and changing environment

Apply the Model for Improvement in practice

Support others to embrace and support change, including emerging digital technology

Identify areas for automation and the use of digital solutions

Suggest alternatives to service delivery without the need to spend money externally

Apply procurement regulations and procedures

## Level 3 (plus 1-2)

### I show I can:

Plan, lead and manage change

Prioritise improvement on high impact areas to make best use of resources

Create an improvement culture where staff are encouraged to experiment, test and learn

Identify ways in which we need to adapt to an evolving and changing environment

Work with colleagues, partners and others to identify solutions that could lead to improved outcomes

Actively help staff to change and improve by supporting them with improvement projects and helping remove any barriers to progress

Drive improvements in my Cluster/ Function using the Model for Improvement

Realise the benefits of projects that I lead

Actively redesign and automate services by exploiting existing and emerging digital technology

Use digital tools to enhance staff and customer engagement and collaboration

Apply the commissioning cycle and commissioning approach in practice

Use performance data as part of routine contract management

Make effective decisions on options appraisals

Participate in specification design and the creation of performance metrics seeking best value

Produce clear outcomes and effective service specifications

Evidence commissioned outcomes and demonstrate return on investment

Negotiate effectively with delivery partners on commercial matters

## Level 4 (plus 1-3)

### I show I can:

Plan change at a strategic level

Build a quality improvement culture, motivating and successfully managing multi-functional project teams

Work in collaboration with the Council's supply chain to identify innovative ways of working, contract efficiencies, savings and where possible social value and community benefit

Realise the benefits of programmes that I lead

Actively manage the transition to a more automated service delivery model

Align people, processes, data and technology

Develop the market, through engagement and facilitation

Support organisational resilience through commitment to achieving common outcomes with partners

Involve the wider community in resourcing decisions including commissioning

Research leading practice, analyse and interpret data and intelligence to inform strategy

Assess alternative commissioning models and challenge existing ways of thinking

Play an active role in recommissioning and decommissioning of services based on their contribution to outcomes

Test and implement radical solutions to use resources more effectively

Proactively manage complex contracts

Make best use of assets taking into account flexibility of working patterns, digital alternatives and the wider public sector estate

Work collaboratively with partners to standardise and consolidate commissioned needs

Lead and facilitate commercial negotiation with a diverse range of partners across private, public and third sectors

Hold to task partners who are not delivering against agreed contractual and/ or performance metrics



# Team

One team,  
one council,  
one city

## Supports the organisational capabilities:

- Being flexible and adaptable
- Encouraging inclusiveness, engagement and collaboration
- Achieving consolidation and consistency
- Becoming intelligence led

## By developing skills, knowledge and behaviours which promote:

- Working collaboratively
- Supporting each other
- Sharing and making best use of assets, resources and data

## BEHAVIOURS

### What this looks like when we're at our best

- We are open, honest and transparent
- We find ways to work together rather than reasons not to
- We pull our weight – we rely on each other and can be relied on
- We look carefully at what already exists – we don't 'reinvent the wheel'
- Everyone belongs - we create a good team spirit - no-one's left behind - we include everyone
- If we see an opportunity to help someone, we do so

### What this looks like when we're at our worst

- Lack of communication - not passing information on
- Creating division through hierarchy, cliques and silos
- Poor collaborative work between teams
- Passing the buck or playing the blame game
- Ignoring each other's needs, safety and wellbeing

## KNOWLEDGE

### Level 1

#### I understand:

- The different communication tools available to me in my role
- How my work fits into the bigger picture of how the organisation operates
- How my work affects the work of others
- The role of Trade Unions
- The impact my actions may have on the resilience and wellbeing of others
- Where to access shared data and information to allow me to carry out my role and responsibilities
- Where and how to find information about the council and my employment
- The importance of collecting and recording information accurately

### Level 2 (plus 1)

#### I understand:

- The importance of involving colleagues and partners in decision making and the appropriate means of doing so
- The value of equal access to information within a team, in order to engender trust
- My role in supporting the wellbeing of others and how to support a healthy workplace
- The need to share information to enable better working
- How to manage resources effectively – assets, people, money, technology
- The systems, software and processes the Council uses

### Level 3 (plus 1-2)

#### I understand:

- The role of the Community Planning Partnership
- The wider environment relating to my own area of responsibility
- The importance of collaborating with partners across the City to identify efficiencies
- When I should engage with Trade Union colleagues
- The value of data sharing to improve decision making
- How the services for which I have responsibility share and publish data and information
- The Council's governance arrangements for making decisions on the structure, use and security of data
- The necessity of accurate data in enabling automation, artificial intelligence and machine learning
- The systems, software and processes the Council uses and how they link together

### Level 4 (plus 1-3)

#### I understand:

- The wider environment impacting the economy, the Council and public services
- How to support a healthy organisation
- The importance of accurate and consistent data models both corporately and in a partnership context to achieve better Place outcomes
- How to use data and information to inform strategy and modernise service design

# SKILLS

## Level 1

### I show I can:

Use the most appropriate communication tool available to me

Work collaboratively with colleagues and customers

Seek the opinions of others and work as a team

Take responsibility for the well-being of myself and others and be confident to ask if someone is OK

Keep myself and others informed and up to date within the area of my work

Appropriately share knowledge and information with others to achieve outcomes

Gather, accurately record and use the information needed to meet customers' needs

## Level 2 (plus 1)

### I show I can:

Bring colleagues together to work collaboratively across teams

Build relationships and grow internal and external networks

Foster and reward co-operative and collaborative behaviour

Resolve conflict using appropriate and respectful strategies

Put approaches in place to support the resilience and wellbeing of others

Report and share data and information appropriately and in an open and transparent manner

Benchmark across other sectors, partners and local authorities and implement the findings from this and from best practice

Ensure data is accurate and meaningful

Analyse and interpret data to understand impact and to ensure improvements are based on evidence

Critically assess and evaluate information to reach a decision

## Level 3 (plus 1-2)

### I show I can:

Work collaboratively across other functions, the organisation or City as appropriate

Work collaboratively to join up services efficiently around the needs of our customers

Facilitate groups with a range of views, helping everyone to see each other's perspectives

Manage consultative processes in a group or forum

Negotiate firmly, tactfully, and persuasively in contentious situations to resolve differences and achieve outcomes

Embed a culture of health, safety and wellbeing

Lead and embed a culture of learning from each other and sharing knowledge freely within and across teams

Streamline processes across the Council and partners

Use common systems and software and exploit these to their full functionality

Use data visualisation tools

Set and gather meaningful metrics, measure and report on outcomes and impact

## Level 4 (plus 1-3)

### I show I can:

Manage consultative approaches with partners and across the City

Proactively manage supplier relationships as part of contract management

Lead and support a culture of data driven decision making throughout the Council and with partners



# Trust

We trust each other and take responsibility

## Supports the organisational capabilities:

- Ensuring accountability, transparency and openness
- Becoming intelligence led

## By developing skills, knowledge and behaviours which promote:

- Distributed leadership
- Holding self and others to account
- Managing risk
- Ensuring compliance with procedures

## BEHAVIOURS

### What this looks like when we're at our best

- We face up to things - we learn from mistakes and move on
- Every day's a school day – we look for ways to improve, we're open to feedback to help us develop
- We step up, take ownership and deliver a great job
- We're open about what we're doing and encourage input from others
- We make every penny count – we spend public money wisely
- If we see something that needs changed, we do something to change it
- We do what we say we'll do

### What this looks like when we're at our worst

- That's not my job
- Moaning but not doing anything about it
- Hiding things or sweeping them under the carpet
- Micro-managing
- Slopey shoulders
- Being hypocritical
- Saying one thing and doing another

## KNOWLEDGE

### Level 1

#### I understand:

- Where and how I can make my voice heard
- Performance Review and Development and my own personal objectives in this
- My development needs
- How to raise concerns about issues that may put colleagues or customers at risks
- The rules and guidelines applicable to my role including relevant policies, processes, guidance, regulations and legislation
- My responsibility for ensuring my own and others' health and safety
- The Council's media, communication and social media protocols
- My responsibilities for complying with data protection (GDPR) and other information governance requirements
- My responsibility for Child and Adult Protection
- My responsibility for dealing with enquiries and complaints within approved timescales

### Level 2 (plus 1)

#### I understand:

- How to create opportunities for employee voice
- How to identify development needs to create flexible and adaptable teams
- The principles of performance management
- The importance of mitigating risk to the Council and risk management techniques applicable to my role
- The statutory responsibilities within my area of work

### Level 3 (plus 1-2)

#### I understand:

- My responsibility to be a visible leader and empower others
- The principles of transformational and empowering leadership
- The importance of leading and embedding culture change
- My responsibility as a leader to endorse corporate initiatives
- The Council's Risk Management Framework
- The role of internal and external audit
- The Council's performance management framework
- The Council's Bond Governance Protocol
- The Committee process and protocols
- The Council's Scheme of Governance
- The statutory requirement to balance the budget annually which governs how money is spent
- The Council's project management methodology
- My responsibility for Corporate Parenting

### Level 4 (plus 1-3)

#### I understand:

- How to model and support distributive leadership
- How to put the needs of the organisation above the needs of the cluster and function
- My emergency planning responsibilities
- How the services for which I have responsibility are complying with data protection and information governance requirements



**Level 1**

**I show I can:**

Join debate and discussion on issues that affect me and my work

Plan and prioritise my work to meet deadlines and deliver on outcomes

Effectively and professionally respond to customer enquiries and complaints

Work in a healthy and safe manner

Maintain confidentiality

Work consistently within relevant policies, processes and guidance and seek clarification as required

Fully comply with data protection and information governance requirements

**Level 2 (plus 1)**

**I show I can:**

Apply distributive leadership and effective delegation

Modify my communication delivery and leadership style, depending on the audience and the setting

Set, plan and deliver effectively against outcomes

Hold myself and others to account for performance

Produce clear, concise and effective written work

Measure and demonstrate efficiencies and make improvements

Identify, assess and evaluate risks and opportunities

Carry out options appraisals and risk calculations

Contribute to business continuity plans

Consistently apply policies, processes and guidance

Practise sound financial management

Follow processes and also adapt these and work flexibly when appropriate to meet customer needs

Apply project management principles and techniques

**Level 3 (plus 1-2)**

**I show I can:**

Present in a persuasive and credible manner and hold audience attention

Lead and manage project delivery and reporting

Manage my budget effectively and in line with the financial regulations

Manage and mitigate risk

Develop and maintain business continuity plans

**Level 4 (plus 1-3)**

**I show I can:**

Create the environment in which distributed leadership can flourish

Create clear, comprehensive and outcomes-focused delivery plans

Act as an effective project sponsor

Lead sound financial management

Set the culture for risk appetite

Provide assurance that the organisation is fully compliant with data protection and information governance requirements



# Value

We value each other and recognise a job well done

## Supports the organisational capabilities:

- Encouraging inclusiveness, engagement and collaboration
- Being flexible and adaptable

## By developing skills, knowledge and behaviours which promote:

- Equality and diversity
- Valuing others and celebrating success

## BEHAVIOURS

### What this looks like when we're at our best

- We treat people with dignity and respect - we're all equal - we're all people
- We act and speak in a way which is positive, motivating and encouraging
- Thank you goes a long way - we appreciate each other
- We notice, recognise and celebrate good work
- We value everyone but call out poor performance when we see it

### What this looks like when we're at our worst

- Plenty negative feedback but not so much positive
- Deliberately putting someone else down
- The more you do, the less thanks
- Being spoken to like a child
- Getting defensive
- Using jargon

## KNOWLEDGE

### Level 1

#### I understand:

The protected characteristics under the Equality Act (2010)

My responsibility to treat others with dignity and respect

What my colleagues do and the contribution each makes

The need for professionalism at work

### Level 2 (plus 1)

#### I understand:

The Equality Act (2010) and how it influences employment and the services we deliver

The impact of individual and generational differences on what people want from work

### Level 3 (plus 1-2)

#### I understand:

The importance of raising awareness of equality and diversity issues and campaigns

Techniques for motivating and encouraging teams or groups of staff

Principles of intrinsic and extrinsic motivation

### Level 4 (plus 1-3)

#### I understand:

How to create a culture which supports equality and diversity

How to motivate and inspire services or whole organisations

The importance of visible recognition schemes

# SKILLS

## Level 1

### I show I can:

Apply the principles of equality, diversity and inclusiveness

Provide support, encouragement and challenge to others

Encourage and act on constructive feedback

Communicate with colleagues and customers in ways which demonstrate value and respect

Make others feel welcomed and included

Demonstrate self-awareness and handle interpersonal relationships with empathy and appreciation

Notice and appreciate the good work of others

## Level 2 (plus 1)

### I show I can:

Communicate in a way which is inclusive

Encourage challenge from others

Coach others and encourage self-leadership

Motivate and encourage others

Adopt a coaching/mentoring style in order to develop others

Hold myself and others responsible for demonstrating the Guiding Principles

Recognise and celebrate success

## Level 3 (plus 1-2)

### I show I can:

Lead the principles of equality, diversity and inclusiveness

Assess impact on equality and human rights of all work-related activity

Develop positive action strategies to address diversity gaps

Demonstrate how the work of Services is valued

Promote success stories

## Level 4 (plus 1-3)

### I show I can:

Embed the principles of equality, diversity and inclusiveness

Promote successes across the organisation and with partners

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Staff Governance
<b>DATE</b>	18 June 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	EAS Annual Report: April 2018 – March 2019
<b>REPORT NUMBER</b>	RES/19/295
<b>DIRECTOR</b>	Steven Whyte, Director of Resources
<b>CHIEF OFFICER</b>	Isla Newcombe, Organisational Development
<b>REPORT AUTHOR</b>	Rebekah Walker, Health and Wellbeing Advisor
<b>TERMS OF REFERENCE</b>	4.2

### 1. PURPOSE OF REPORT

- 1.1 This report updates the Committee on utilisation of the Employee Assistance Service (EAS) provided by Time for Talking during the last 12 month period April 2018 – March 2019.

### 2. RECOMMENDATIONS

That Committee:

- 2.1 considers the contents of the report; and
- 2.2 instructs 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.

### 3. BACKGROUND

- 3.1 Following a joint tender evaluation process with Aberdeenshire Council, Therapeutic Counselling Services Ltd. (Time for Talking) were awarded the Employee Assistance Service (EAS) contract. The contract commenced on 01 January 2017 and is for the duration of 3 years with the option of extending for a further period of up to 24 months.
- 3.2 This report contains utilisation information on the 12 month reporting period (April 2018 – March 2019). This report therefore has limited comparison figures for the corresponding period reported under the previous Directorate structure.

## Utilisation (April 2018 – March 2019)

3.3 A total of 140 referrals were made during the 12 month period comprising of employees (137) and family members (3). The overall figure is higher than the last annual reporting period (April 2017 – March 2018) of 125 referrals (employees 122; family members 2; foster carers 1). There were a higher number of referrals relating to Personal Issues (94) compared to Work Related Issues (46) a similar trend as the last reporting period. The greatest number of referrals was from Operations (62%), this includes Integrated Children's and Family Services and Protective Services and accounts for 68% of all employees in the workplace. The greatest percentage of staff usage came from Resources.

3.3.1 Overall the provided utilisation information has increased compared to last annual reporting period. Work Related Issues remain similar to last period, with Demands (Workload/ Stress/Anxiety) being the most common reason for utilisation (43 out of 46). These figures have significantly risen compared to last reporting period (18 out of 31). Of the Personal Issues 62 out of 94 relates to Personal stress/Depression/Anxiety/Anger similar, to the last reporting period (58 out of 94).

3.3.2 A person can experience excessive pressure and demands outside work just as much as they can at work. Stress tends to build up over time because of a combination of factors that may not all be work related. Conflicting demands of work and home can cause excessive stress. Stressors at home can affect those at work and vice versa. The "adverse reaction people have to excessive pressures or other types of demand placed on them" (HSE, 2018) can seriously undermine the quality of people's working lives and, in turn, the effectiveness of the workplace.

3.3.3 The breakdown of figures by Function and issue for the period April 2018 to March 2019 is shown in the table below: -

Functions	Number of Staff within Service	% of Staff usage	Number of referrals	Personal Issues	Health/Bereavement	Addiction/Abuse	Relationship/Family Issues	Personal Stress/Depression/Anxiety/Anger	Traumatic Incident	Work Related Issues	Change (Organisational/redundancy)	Demands (Workload/Stress/Anxiety)	Relationships (with colleagues)	Relationships with manager (Bullying Harassment)	Role (Understanding of)	Support (discipline & grievance)	Control
Commissioning	101	1.98	2		0	0	0	0	0		0	2	0	0	0	0	0
Customer	1189	2.61	31		3	0	3	14	0		0	11	0	0	0	0	0
Operations	5151	1.69	87		12	0	10	39	0		1	24	0	1	0	0	0
AHSCP	607	0.82	5		1	0	0	2	0		0	2	0	0	0	0	0
Resources	327	3.06	10		1	0	0	4	0		0	4	0	0	1	0	0
Governance	81	2.47	2		0	0	1	1	0		0	0	0	0	0	0	0
Place	156	0.00	0		0	0	0	0	0		0	0	0	0	0	0	0
Foster Carers	0		0		0	0	0	0	0		0	0	0	0	0	0	0
Elected Members	0		0		0	0	0	0	0		0	0	0	0	0	0	0
Family Member	0		3		1	0	0	2	0		0	0	0	0	0	0	0
<b>Total Number of Referrals/C'ling</b>	<b>7612</b>	<b>12.63</b>	<b>140</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>14</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>43</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>

3.3.4 A further breakdown of figures by cluster for the period April 2018 to March 2019 is shown in the table below: -

	Clusters	Commercial and Procurement	Bus Intelligence & Perf Manage	ALEO's	Customer Experience	Early interven and Comm Emp	Digital and technology	External Communications	Integrated Childrens and Fam Serv	Operations and Protective Services	Aberdeen Health & Soc	Finance	Capital	People and Organisation	Corporate Landlord	Governance	Strategic Place Planning	City Growth	Foster Carers	Elected Members	Family Member	
Commissioning		1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Customer		0	0	0	5	25	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operations		0	0	0	0	0	0	0	66	21	0	0	0	0	0	0	0	0	0	0	0	0
AHSCP		0	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0
Resources		0	0	0	0	0	0	0	0	0	0	2	0	6	2	0	0	0	0	0	0	0
Governance		0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0
Place		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Foster Carers		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Elected Members		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Family Member***		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
		1	1	0	5	25	1	0	66	21	5	2	0	6	2	2	0	0	0	0	0	3

3.4 The number of referrals for the same reporting period (April 2018 to March 2019) are higher than the last 3 years. However more has been done to increase awareness of the service for example posters have been displayed in all workplaces, new information leaflets have been produced and more information has been made available on People Anytime with the different ways to contact Time for Talking.

- April 2015 – March 2016 114
- April 2016 – March 2017 136
- April 2017 – March 2018 125
- **April 2018 – March 2019 140**

3.5 The percentage of the Council's workforce that used the service is detailed below, along with similar sized local authorities' industry averages for comparison for the annual reporting period:

<b>Council A – Aberdeen City Council</b>	<b>1.57%</b>
Council B	1.39%
Council C	1.25%
Council D	2.18%

3.6 Both full-time (135) and part-time (2) employees are using the service (26% male; 74% females). There has been an increase in fulltime (102) and a decrease in part-time (23) using the service from the last annual reporting period. The majority of employees have been at work (82) compared to those

absent from work (55) when receiving support. This is an increase in employees from the last reporting period who were absent from work (39). Three family members have used the service. Full details are shown in the table below:

	Demographics	Male	Female	Full Time	Part Time		Currently at work	Absent from work
Commissioning		0	2	2	0		2	0
Customer		11	20	31	0		20	11
Operations		17	70	85	2		51	36
AHSCP		4	1	5	0		3	2
Resources		3	7	10	0		4	6
Governance		1	1	2	0		2	0
Place		0	0	0	0		0	0
Foster Carers		0	0	0	0		0	0
Elected Members		0	0	0	0		0	0
Family Member***		1	2	0	0		0	0
		<b>37</b>	<b>103</b>	<b>135</b>	<b>2</b>		<b>82</b>	<b>55</b>

\*\*\*Family member not included in Full / Part Time or at Work / Absent at work categories

- 3.7 In the reporting period there were both self-referrals (126) and management referrals (14). Management referrals have significantly increased from the last annual reporting period where all referrals were self-referrals and none were from management. The assistance provided was mainly via face to face counselling (96) along with telephone counselling (22). In addition to these a further 22 referrals were made, however these employees had yet to make their appointment therefore neither the face to face or telephone session had been confirmed. Face to face counselling has increased (96 compared to 84) and telephone counselling has increased (22 compared to 19) on the annual last reporting period. During the reporting period 5 employees were given additional sessions and a total of 14 additional sessions were provided. The number of additional sessions has significantly decreased from the last annual reporting period (10 employees were given additional sessions, a total of 31 additional sessions). Employees were made aware of the service via a range of means as detailed in the table below.



	Assistance Provided							Type of Referral		How Employees heard about Service				
	Helpline/Advice Only	No contact from client	Telephone Counselling	Face to face counselling	CBT Counselling Sessions	Live Zilla Counselling sessions	Management Referral	Self Referral	Website/Posters/Leaflets	Managers	Colleagues	HR	Wallet Cards	
Commissioning	0	0	0	2	0	0	0	2	8	14	24	30	0	
Customer	0	2	4	25	0	0	0	31						
Operations	3	12	15	55	2	0	14	73						
AHSCP	0	0	1	4	0	0	0	5						
Resources	0	2	1	7	0	0	0	10						
Governance	0	0	0	2	0	0	0	2						
Place	0	0	0	0	0	0	0	0						
Foster Carers	0	0	0	0	0	0	0	0						
Elected Members	0	0	0	0	0	0	0	0						
Family Member	0	1	1	1	0	0	0	3						
	3	17	22	96	2	0	14	126						

3.8 Service users are offered the opportunity to provide feedback on the service via a short questionnaire. A total of 17 anonymous questionnaires have been completed by service users in the last reporting period.

### Actions

3.9 It is critical that Function leads, and responsible line management ensure that suitable and sufficient action is being taken to support individuals and address trends (usage and root causes). This includes the application of the Mental Health and Wellbeing in the Workplace Policy, adoption and delivery of the Mental Health Action Plan and supporting the Stress Procedure. Other improvement actions suggested include:

- Sharing with Function leads the information in this report so that local action plans can be developed
- Continued communication and advocacy of the service provided by Time for Talking
- Completion of risk assessments to assist in identifying, understanding and addressing factors that affect employees' mental health and wellbeing. Functions should be proactively completing Quality of Working Lives (QWL's) risk assessments for teams (and in some cases individuals) to identify improvement areas as detailed in the Health and Safety Executive (HSE) Management Standards;
- Completion of Line Manager Competency Indicator Tool (HSE) for managers to assess whether they currently have the behaviours identified as effective for preventing and reducing stress at work. This will assist managers reflect on their behaviour and management style and adapt as necessary;

- 3.10 People and Organisation will continue to advertise the service but must not rely on the EAS to address the issues. The mental health action plan approved by committee in January will also help to address issues by openly tackling the stigma against mental health creating a culture that is inclusive and recognises that everyone's mental health is important. Local mental health charities will also continue to be worked with to raise awareness of mental health. If no action is taken to address the root causes of issues and related absence the referral utilisation figures will continue to remain the same. Employee absence from work related mental health is in many cases the forerunner of contacting the EAS. Through good management and a proactive approach, the utilisation of the service from a work related perspective has the potential to be reduced along with the corresponding direct and indirect costs.
- 3.11 An effective EAS service supports individuals with difficulties in their lives; sometimes these problems can affect an individual's ability to function fully at work or at home. This in turn may impact on their health and wellbeing, which may also impact on their productivity, attendance and associated costs. Both direct and indirect costs require to be considered.
- 3.12 The longer an employee is off work the more challenging it becomes to manage their health problems and less likely that they will return to work. Long-term absence is costly. There is mutual benefit if we can proactively support employees in the workplace and help employees avoid long waiting times for, e.g. counselling or psychological therapy.

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

- 4.1 There are no direct financial consequences resulting from this report. The award price for the current EAS contract has been calculated on the expected usage. If usage climbs above the expected level, there will be a cost implication and a sharp increase in usage should be investigated and considered.
- 4.2 There is also the potential for employment tribunal associated costs if an employee was to make an employment related claim against the Council.

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

- 5.1 Failure to comply with legislation in ensuring a safe and healthy workplace has the potential to result in enforcement action by the Health and Safety Executive (HSE). Such intervention can result in potential prosecution (criminal) equally, employees (civil claims) are more likely to succeed following as successful HSE prosecution. Changes in the Sentencing and Fines Guidance for health and safety non-compliances are resulting in increased financial penalties. Fine starting points are based on an organisation's turnover. As Local Authorities do not have turnover; Annual Revenue Budget is deemed to be the equivalent. This amount is then altered depending on the culpability of the organisation and harm factors to employees and members of the public.

- 5.2 Under the Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999 there is a legal requirement to ensure the health safety and welfare at work of our employees. This includes minimising the risk of stress-related illness or injury to employees.
- 5.3 The provision of an EAS is in line with guidance produced by the HSE as one of the measures to control that risk. One person in four in the UK will experience a mental health problem in their lives.
- 5.4 HSE potential prosecution (criminal) can attract fines, imprisonment and remedial orders. There is also the possibility of employee claims (civil). Provision of an EAS can be used as mitigation against potential claims from employees exposed to work related stress.

## 6. MANAGEMENT OF RISK

- 6.1 The risks with the potential to impact the decision being sought from the Committee are categorised as:

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	If no action is taken to support individuals and address trends, then the organisation will incur both direct and indirect costs.	M	Implementation of the Mental Health and Wellbeing in the Workplace Policy and supporting Stress Procedure. Effective management and maintenance of a mentally healthy workplace and provision of appropriate support. Review and identification of EAS use and related absence to act on lessons learned. Corporate and individual awareness of mental health in the workplace. Active monitoring of work-loads.
<b>Legal</b>	Compliance with legal requirements ensures the health and safety of	M	As above. Assessment of risk via stress and QWL's risk

	employees. Poor management of the risks and lack of support has the potential to attract enforcement action (criminal and civil).		assessments with identification and implementation of safe working arrangements. Functions acting on utilisation, trend and root cause information to develop and implement controls to prevent a reoccurrence. Completion of Line Manager Competency Indicator Tool (HSE) by line managers acting on feedback. Provision of specialist support / advice.
<b>Employee</b>	Ineffective support during challenging times impacting on an employee's personal health and wellbeing. This has the potential to affect their resilience and ability to function at work and with general life events. This can result in employee ill health and related absence. The longer an employee is absent the more likely it will impact on an employee's health and wellbeing and the less likely that they will return to the workplace.	M	As above. Provision of information, instruction and training as identified in Job Profiles, skills and training matrices and in risk assessment. Open and clear two-way communication at all levels within the organisation. Non-judgmental and proactive support provided to employees who experience mental health problems. Good self-management of personal wellbeing and resilience.
<b>Customer</b>	Reduced quality of service delivery owing to the lack of resource. No identification of trends and root causes will not address or prevent reoccurrence and not ensure a safe and healthy employee workplace.	M	As above.
<b>Environment</b>	No risk or impact was identified.	-	-

<b>Technology</b>	No risk or impact was identified.	-	-
<b>Reputational</b>	Without ensuring suitable employee support there is a risk of the organisation not being seen as an employer of choice and having recruitment and retention issues. Potential civil or criminal action against the organisation will also adversely impact upon its reputation.	L	As above.

## 7. OUTCOMES

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Governance</b>	The provision of EAS utilisation figures and trends provides an opportunity for the committee to scrutinise the provided management information. It enables what action has been taken by Function responsible line management to support individuals and address trends to be questioned. From the evidence the committee can determine if the level of assurance provided is acceptable in effectively managing health and safety.
<b>Workforce</b>	The report provides the opportunity for the committee to ensure that trends are addressed and the health and safety management system improved. This would reduce the risk of lost resource through for example absence, enforcement action and potential claims. Early address of issues has the potential to reduce impact on employees and the wider community reducing demands on other public sector organisations.
<b>Process Design</b>	This can allow the committee to identify where processes are failing to address health and safety risks and improve wellbeing.
<b>Partnerships and Alliances</b>	This allows Trade Unions, elected members and officers to collaborate.

## 8. IMPACT ASSESSMENTS

<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

Employee Assistance Service – Time for Talking Annual review 01 April 2018 – 31 March 2019.

## 10. APPENDICES

There are no appendices.

## 11. REPORT AUTHOR CONTACT DETAILS

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## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Staff Governance Committee
<b>DATE</b>	18 June 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Corporate Health and Safety January - March 2019
<b>REPORT NUMBER</b>	GOV/19/270
<b>CHIEF OFFICER</b>	Fraser Bell
<b>REPORT AUTHOR</b>	Colin Leaver
<b>TERMS OF REFERENCE</b>	Remit – 4.1 - 4.6

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### 1. PURPOSE OF REPORT

- 1.1 The report summarises statistical health and safety performance information for the three-month reporting period January – March 2019 to provide the Committee with the opportunity to monitor compliance with health and safety legislation.

### 2. RECOMMENDATIONS

That the Committee: -

- 2.1 Review, discuss and comment on the issues raised within this report;
- 2.2 Scrutinise and review health, safety and wellbeing policy, performance, trends and improvements; and
- 2.3 Note that future reports will provide comparative performance data.

### 3. BACKGROUND

3.1 This report contains statistical information on the three-month reporting period (January-March 2019) and a review of health and safety activities for the same period. The information presented takes account of the recent audit of health and safety compliance and reporting to this Committee will demonstrate improvements in performance.

1. All incidents involving employees and members of the public (serious and minor)
2. HSE Reportable Incidents
3. Reportable Diseases
4. Near Miss Information
5. Enforcement Interventions
6. Fire Risk Assessment
7. Health and Safety Audits
8. Compliance Monitoring
9. Health and Safety Policies and Guidance

#### Incidents (January – March 2019)

#### 3.2 Incident information:

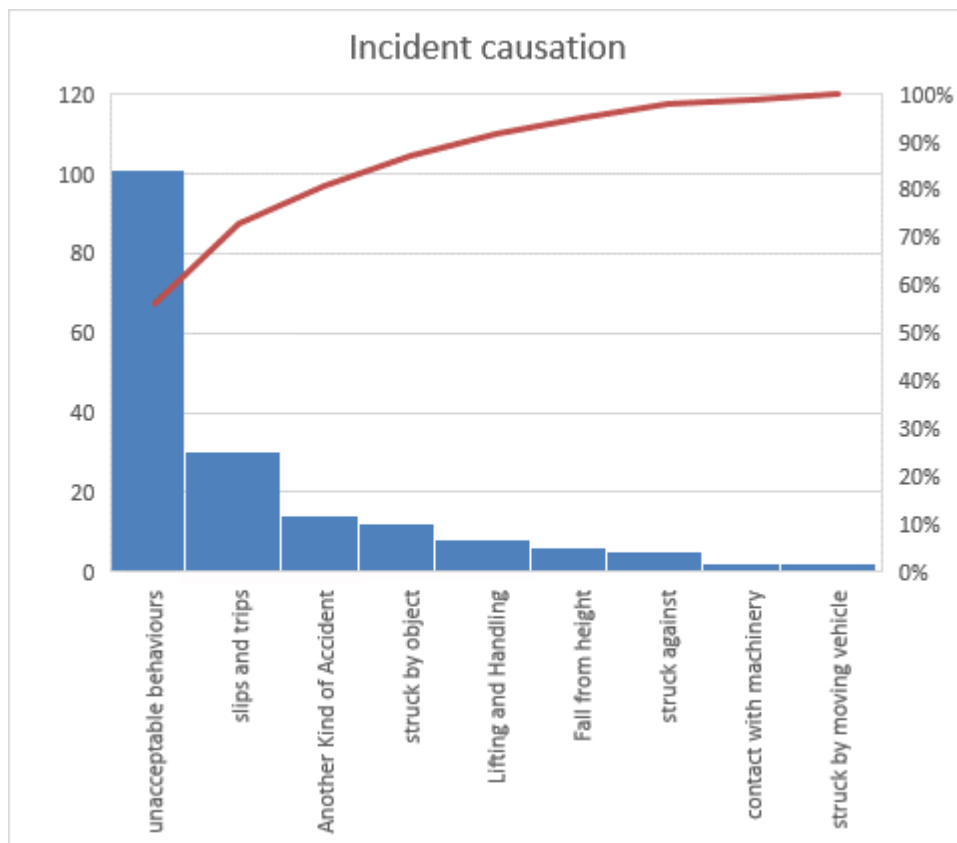
The following table gives a breakdown of all incidents across all Functions in Aberdeen City Council. Total incidents involving employees decreased by 19% for the equivalent reporting period in 2018:

Cluster	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	Total
<b>AHSCP</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>5</b>
Older Adult Services	0	0	2	0	2	4
Younger Adult Services	0	0	0	0	1	1
<b>Commissioning</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Commercial & Procurement	0	0	1	0	0	1
<b>Customer</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>6</b>
Customer Experience	0	0	1	0	3	4
Early Intervention and Community Empowerment	0	0	2	0	0	2
<b>Governance</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Operations</b>	<b>3</b>	<b>2</b>	<b>122</b>	<b>0</b>	<b>37</b>	<b>164</b>



Cluster	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	Total
Operations and Protective Services	1	1	15	0	0	17
Integrated Children and Family Services	2	1	107	0	37	147
<b>Place</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>
Strategic Place Planning	0	0	0	0	1	1
City Growth	0	0	1	0	0	1
<b>Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
Corporate Landlord	0	0	0	1	0	1
<b>Total Jan-Mar</b>	<b>3</b>	<b>2</b>	<b>130</b>	<b>1</b>	<b>44</b>	<b>180</b>

3.3 Incident causation is detailed in the table below. The blue bars show the number of incidents for each cause in descending order. The red line shows the accumulative percentage total. For instance, 53% of the incidents were attributed to unacceptable behaviours, this increases to 74% when slips and trips are added.



- 3.4 The largest percentage of incidents reported is related to unacceptable behaviours, which is a range of actions towards employees which the organisation defines as unacceptable. These are defined in the Unacceptable Action Policy:
- Aggressive or abusive behaviours
  - Unreasonable demands
  - Unreasonable levels of contact
- 3.5 Work is being carried in the relevant service areas to review policies and procedures and identify training which can assist employees in de-escalating issues quickly.
- 3.6 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, actions 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.

#### **HSE Reportable incidents (January - March 2019)**

- 3.7 During the reporting period 3 employees and 1 member of the public were injured in incidents, which required to be reported to the Health and Safety Executive.
- 3.8 Every RIDDOR incident has been followed up by the corporate health and safety team to get assurance that the correct causation and remedial actions been identified; also, that these remedial actions have been implemented. The checks on all 4 incidents have confirmed that these elements were all completed correctly.

#### **Incident (reportable employee) frequency rates**

<b>Period – Quarterly</b>	<b>Reportable Incidence rate</b>	<b>Reporting period</b>
Jan-Mar 2019	0.5	2018/19

- 3.9 The above figures are calculated using the formula:

$$\text{Incidence rate} = \frac{\text{RIDDOR injuries per period}}{\text{Number of employees}} \times 1000$$

- 3.10 This figure has decreased from the reported figure for the corresponding period last year (Jan-Mar 2018) of 0.87 when there were eight RIDDOR reportable incidents.

## Reportable Diseases

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

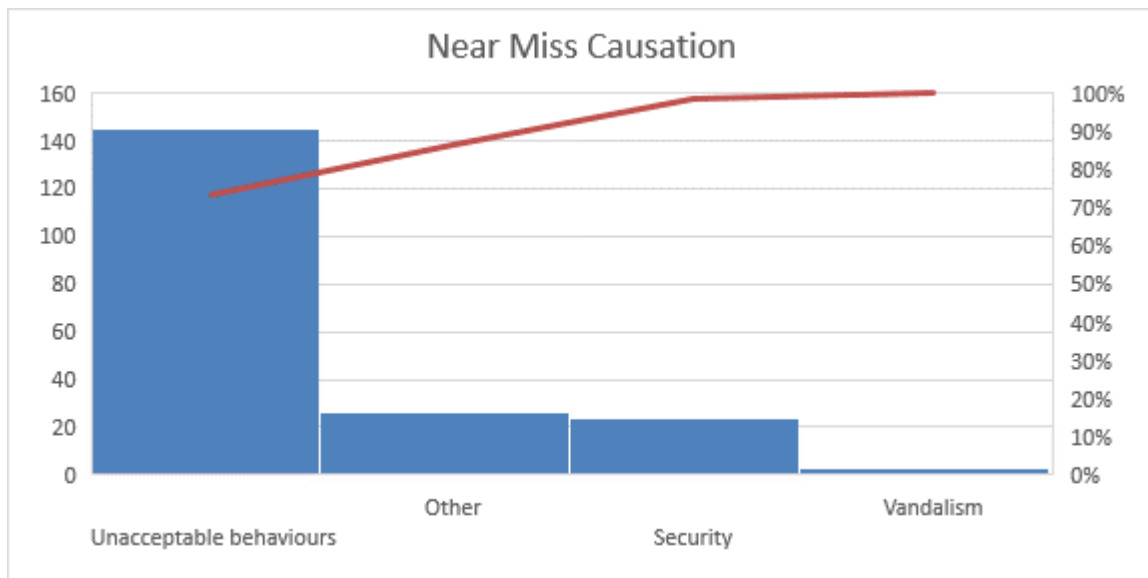
## Near Miss Information

- 3.12 Many safety activities are reactive, that is, they occur after an injury incident. By reporting near-miss incidents this promotes proactive safety, thereby 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 January – March 2019.

Function	Cluster	Near Misses Jan-Mar 2019 Cluster	Near Misses Jan-Mar 2019 Function
<b>AHSCP</b>			<b>13</b>
	Older Adult Services	13	
<b>Customer</b>			<b>25</b>
	Customer Experience	10	
	Early Intervention and Community Empowerment	15	
<b>Operations</b>			<b>159</b>
	Integrated Children's and Family Services	142	
	Operations and Protective Services	17	
<b>Place</b>			<b>1</b>
	City Growth	1	
<b>Total</b>			<b>198</b>

- 3.12 The overall number of near misses increased from 145 for the same reporting period last year. The table below shows the percentages for near miss causation.



### **Enforcement interventions (HSE / SFRS)**

- 3.13 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.
- 3.14 There was one intervention with HSE in this reporting period. HSE were satisfied with the controls we already had in place so did not have any further recommendations. This intervention did not incur any fee for intervention charges as there was no material breach.
- 3.15 There were five interventions with SFRS this reporting period due to their annual audit inspection of care homes in the area. These audits identified several issues which had already been identified in ACC's own fire risk assessment process. These actions were already underway to ensure future early compliance.

### **Fire risk assessment**

- 3.16 Fire risk assessments are completed on a rolling 5-year programme. A total of 27 fire risk assessments were completed during this reporting period. The overall average compliance score was 86%.

### **Health and Safety Audits**

- 3.17 The overall average audit score for all audits completed in a reporting quarter and for this reporting period was 79%.
- 3.18 The average figure has improved over 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

enable a recording and reporting system to be 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 improvements to safety management, monitored through health and safety improvement plans.

### **Compliance Monitoring**

- 3.19 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, lifting equipment, workplace inspection and work at height. The average score for all compliance visits completed was 84%. Again, the lessons need to be implemented and shared to ensure that employees and members of the public's safety is not at risk. The average score for the same period last year was 68%; this score was for different work activities so it is difficult to reach an exact comparison.

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

- 3.20 The document management system has been in development and has identified 11 policies and procedures which will be reviewed in this next fiscal year. The initial work on an asbestos management plan which will provide the framework for the organisation's management of asbestos is in the first draft stage. This includes an asbestos policy and will be the umbrella document under which each Cluster's asbestos procedure will sit.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 There are no direct financial implications arising from the recommendations of this report.

## **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**

	<b>Risk</b>	<b>Low (L), Medium (M), High (H)</b>	<b>Mitigation</b>
<b>Financial</b>	The risk is that any incident has the potential	M	All tasks are risk assessed and the controls implemented

	to bring a reduction in the overall budget in place to provide service delivery.		<p>and supervised by line managers.</p> <p>All employees are trained to a level where they are competent to carry out the work.</p> <p>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.</p> <p>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.</p> <p>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.</p>
<b>Legal</b>	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.
<b>Employee</b>	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	M	As above. If the task has been risk assessed; employees are trained, competent and supervised then there should be less likelihood of incidents.

	or both their employment or their life.		
<b>Customer</b>	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.
<b>Reputational</b>	Local and National press coverage of any incident can present reputational damage to the organisation.	M	Should be provided by each Function having a robust safety management system 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.

## 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.

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</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>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 required

## 9. BACKGROUND PAPERS

N/A

## 10. APPENDICES

N/A

## 11. REPORT AUTHOR CONTACT DETAILS

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