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

Trade Union Advisers: Ron Constable and Carole Thorpe (EIS); Kevin Masson and David Willis (GMB); Thomas Whyte and 1 vacancy (SSTA); George Ferguson and Leslie Tarr (UNISON); Joe Craig and Mishelle Gray (UNITE); and Rob Stephen and 1 vacancy (VOICE).

Town House,
ABERDEEN, 5 April 2021

STAFF GOVERNANCE COMMITTEE

The Members of the **STAFF GOVERNANCE COMMITTEE** are requested to meet remotely on **MONDAY, 12 APRIL 2021 at 2.00pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

In accordance with UK and Scottish Government guidance, meetings of this Committee will be held remotely as required. In these circumstances the meetings will be recorded and available on the Committee page on the website.

B U S I N E S S

NOTIFICATION OF URGENT BUSINESS

1.1 There are no items at this time

DETERMINATION OF EXEMPT BUSINESS

2.1 Members are requested to determine that any exempt business be considered with the press and public excluded (Pages 5 - 6)

DECLARATIONS OF INTEREST

3.1 Members are requested to declare any interests

DEPUTATIONS

4.1 None at this time

MINUTE OF PREVIOUS MEETING

5.1 Minute of Previous Meeting of 1 February 2021 (Pages 7 - 8)

COMMITTEE PLANNER

6.1 Committee Business Planner (Pages 9 - 12)

NOTICES OF MOTION

7.1 None at this time

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

8.1 Referral from City Growth and Resources Committee of 3 February 2021 - £500 Bonus Payment to Health & Social Care Staff (Pages 13 - 18)

GENERAL BUSINESS

9.1 Increase the Distribution of Naloxone – Test of Change - RES/21/094
(Pages 19 - 32)

WORKFORCE STRATEGIES

10.1 Recruitment Update - RES/21/076 (Pages 33 - 54)

COUNCIL POLICIES AFFECTING STAFF

11.1 Corporate Health & Safety Policy - COM/21/079 (Pages 55 - 82)

HEALTH, SAFETY & WELLBEING OF STAFF

12.1 Corporate Health and Safety Update - October-December 2020 - COM/21/060 (Pages 83 - 94)

12.2 EAS Update April-December 2020, Occupational Health and Absence Update July-December 2020 - RES/21/062 (Pages 95 - 108)

ESTABLISHING AND PROMOTING VALUES FOR THE ORGANISATION

- 13.1 Equally Safe at Work Employer Accreditation Programme - RES/21/092
(Pages 109 - 114)
- 13.2 Equality, Diversity and Inclusion Action Plan - RES/21/077 (Pages 115 - 146)

To access the Service Updates for this Committee please click [here](#)
Website Address: aberdeencity.gov.uk

Should you require any further information about this agenda, please contact Stephanie Dunsmuir, email sdunsmuir@aberdeencity.gov.uk

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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, 1 February 2021. Minute of Meeting of the STAFF GOVERNANCE COMMITTEE. Present:- Councillor Allan, Convener; Councillor Houghton, Vice-Convener; and Councillors Cameron, Copland, Graham, Hutchison, Macdonald, Reynolds and Yuill (as substitute for Councillor Delaney).

Trade Union Advisers present:- Ron Constable and Carole Thorpe (EIS); Kevin Masson and David Willis (GMB); George Ferguson and Leslie Tarr (UNISON); Joe Craig and Liam Knox (UNITE).

The agenda and reports associated with this minute can be viewed [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.

DECLARATIONS OF INTEREST

1. There were no declarations of interest.

MINUTE OF PREVIOUS MEETING OF 29 SEPTEMBER 2020

2. The Committee had before it the minute of its previous meeting of 29 September 2020.

The Committee resolved:-

to approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

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

The Committee resolved:-

- (i) to note the update from the Chief Officer – People and Organisational Development which advised that the Committee would receive a report on the recent Future of Work survey at its meeting in April 2021 to enable it to consider actions and next steps, with a service update to be circulated in the interim;
- (ii) to request that the Chief Officer – People and Organisational Development provide the Committee with an update on the temporary movement of staff, either through a service update or to be included in the Internal Recruitment and Internal Movement of Staff report due to be presented to Committee in April 2021; and
- (iii) to otherwise note the business planner.

STAFF GOVERNANCE COMMITTEE

1 February 2021

CLUSTER RISK REGISTER - RES/21/023

4. The Committee had before it a report by the Chief Officer – People and Organisational Development which presented the People and Organisation Cluster Risk Register and Assurance Map in accordance with Committee Terms of Reference to provide assurance on the Council's system of risk management.

The report recommended:-

that the Committee note the Cluster Risk Register and Assurance Map set out in Appendices A and B.

The Committee resolved:-

- (i) to note that officers would take on board the suggestion that the business continuity plan be reflected in some manner in the assurance map / risk register; and
- (ii) to note Cluster Risk Register and Assurance Map.

CORPORATE HEALTH AND SAFETY UPDATE - JULY TO SEPTEMBER 2020 - COM/20/197

5. The Committee had before it a report by the Chief Officer – Governance which provided a summary of statistical health and safety performance information for the three-month reporting period July to September 2020 to provide the Committee with the opportunity to monitor compliance with health and safety legislation.

The report advised that the information had previously been circulated to Members and Trade Union Advisers as a service update following cancellation of the November 2020 Committee, but had been presented again to enable comments and questions on the content.

The report recommended:-

that Committee note the report and provide comment on the health, safety and wellbeing policy, performance, trends and improvements.

Members asked a number of questions on the data contained within the report.

The Committee resolved:-

to note the report.

- **COUNCILLOR YVONNE ALLAN, Convener**

	A	B	C	D	E	F	G	H	I
1	STAFF GOVERNANCE COMMITTEE BUSINESS PLANNER								
	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	12 April 2021								
4	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	Standing item	Isla Newcombe	People & Organisational Development	Resources	3.1	R	There are no policies to report to this meeting
5	Increase the Distribution of Naloxone - Test of Change	To share operational plans to implement a "test of change" in relation to distribution of Naloxone		Isla Newcombe	People & Organisational Development	Resources	Purpose		
6	EAS/OH/Sickness Absence Six Monthly Report	To present the six monthly report for the EAS/OH & Sickness Absence figures		Kirsten Foley	People & Organisational Development	Resources	2.7		
7	Equality, Diversity and Inclusion Action Plan	To present the equality, diversity and inclusion action plan		Isla Newcombe	People & Organisational Development	Resources	2.6		
8	Equally Safe at Work Employer Accreditation Programme	To inform committee of the outcome of the Council's participation in the Equally Safe at Work pilot employer accreditation programme.		Kirsten Foley / Keith Tennant	People & Organisational Development	Resources	2.6		
9	re.cr.uit Scheme Update	SGC 01/10/19 - To instruct the Chief Officer - Organisational Development to submit an update report on the new approach to internal recruitment and internal movement of staff in one year's time		Isla Newcombe	People & Organisational Development	Resources	2.2	D	To enable the full amount of data to be presented and to allow for full engagement with users and Trade Unions, officers propose to present a detailed report to the September meeting - an interim update is included in the Recruitment Update report elsewhere on the agenda
10	Recruitment Update	SGC 21/02/21 - to request that the Chief Officer – People and Organisational Development provide the Committee with an update on the temporary movement of staff, either through a service update or to be included in the Internal Recruitment and Internal Movement of Staff report due to be presented to Committee in April 2021. This report will also provide an update on any permanent recruitment undertaken since the Urgent Business Committee meeting in May 2020 and will provide an update on the Internal Recruitment & Movement of staff		Lesley Strachan	People & Organisational Development	Resources	2.2		

	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	Letter to the Local Government Minister in relation to the £500 bonus payment for key workers across local government	CG&R 03/02/21 - To refer the letter received from the Local Government Minister in relation to the £500 bonus payment for key workers across local government to the Staff Governance Committee to give the members an opportunity to see, debate the response and consider any further representation, with input from TU advisers to the committee		Isla Newcombe	People & Organisational Development	Resources	N/A		
12	Corporate Health & Safety Quarterly Update	To present the quarterly update for Oct-Dec 2020		Colin Leaver	Governance	Commissioning	3.3		
13	Corporate Health & Safety Policy	To present the revised policy for approval		Colin Leaver	Governance	Commissioning	3.1		
14	07 June 2021								
15	Annual Committee Effectiveness Report	To present the annual committee effectiveness report		Isla Newcombe	People & Organisational Development	Resources	GD 8.5	D	This report will now be presented in November to allow sufficient data to be collected due to the cancellation of some meetings in 2020
16	Future of Work Survey	To present actions / considerations from the recent Future of Work Survey		Isla Newcombe	People & Organisational Development	Resources	2.3		
17	Corporate Health & Safety Quarterly Update	To present the quarterly update for Jan - March 2021		Colin Leaver	Governance	Commissioning	3.3		
18	Mental Health Action Plan - Annual Update	To report on progress against the actions		Isla Newcombe	People & Organisational Development	Resources	TBC		
19	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	Standing item	Isla Newcombe	People & Organisational Development	Resources	3.1		
20	Employee Assistance Scheme Annual Report	To present the annual Employee Assistance Programme Annual report.		Kirsten Foley	People & Organisational Development	Resources	2.7		
21	28 September 2021								
22	EAS/OH/Sickness Absence Six Monthly Report	To present the six monthly report for the EAS/OH & Sickness Absence figures		Kirsten Foley	People & Organisational Development	Resources	2.7		
23	Corporate Health & Safety Quarterly Update	To present the quarterly update for April - June 2021		Colin Leaver	Governance	Commissioning	3.3		
24	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	Standing item	Isla Newcombe	People & Organisational Development	Resources	3.1		

	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									
25	23 November 2021								
26	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	Standing item	Isla Newcombe	People & Organisational Development	Resources	3.1		
27	Corporate Health & Safety Quarterly Update	To present the quarterly update for July to Sept 2021		Colin Leaver	Governance	Commissioning	3.3		
28	2022								
29	Risk Register - People and Organisation	To report annually on the cluster risk register	February 2022	Isla Newcombe	People & Organisational Development	Resources	GD 8.4		

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CITY GROWTH AND RESOURCES COMMITTEE

3 February 2021

COMMITTEE PLANNER

4. The Committee had before it the Committee Business Planner prepared by the Chief Officer – Governance.

The Convener, seconded by the Vice Convener moved as a procedural motion:-
that in relation to item 26, to refer the letter received from the Local Government Minister in relation to the £500 bonus payment for key workers across local government to the Staff Governance Committee to give the members an opportunity to see, debate the response and consider any further representation, with input from TU advisers to the committee.

On a division, there voted:- for the procedural motion (6) – the Convener, the Vice Convener and Councillors Boulton, Houghton, Laing and Yuill; against the procedural motion (3) – Councillors Cooke, McRae and Nicoll.

The Committee resolved:-

- (i) to adopt the procedural motion;
- (ii) to remove item 13 (Aberdeen City Region Deal – Strategic Transport Appraisal – Initial STAG Appraisal of Regional Transport Projects) and item 25 (This is Aberdeen Promotional Video) from the planner for the reasons outlined therein;
- (iii) to note the reason for the reporting delay in relation to item 4 (Cooperative Development Funding), item 11 (Car Parking Framework) and item 12 (Sustainable Drainage System (SUDS) Section 7); and
- (iv) to otherwise note the content of the Committee Planner.

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Your Ref:
Our Ref: AS/JB/SG
Contact: Angela Scott
Location: Marischal College

Date: 8 January 2021

Kevin Stewart MSP
Minister of Local Government & Housing

Dear Kevin

£500 Bonus Payment to Health & Social Care Staff

I write to you following a decision made at the meeting of Council on 14 December 2020, specifically in relation to the Council adopting the motion unanimously agreed by Cosla on 11 December 2020, on the above subject.

That detail of the Cosla motion, now adopted by Aberdeen City Council, is as follows:

£500 Bonus Payment to Health and Social Care Staff

- 1) Agree that whilst the Scottish Government's announcement to pay £500 (full-time equivalent) to NHS and Social Care staff is welcomed and deserved, it has missed tens of thousands of Public Sector Workers in Local Government, who have been working throughout the pandemic and left wondering why their heroic efforts are not worth rewarding.
- 2) Recognise that Local Government has been operating under extremely difficult circumstances - distributing food/medicine/essential items across Scotland, protecting/caring for our vulnerable and elderly, collecting waste, staffing temporary mortuaries, staffing the hubs of "keyworker" children, keeping schools and early years open, staffing the asymptomatic testing sites, Environmental Health & Trading Standards Officers enforcing public health and wellbeing, Mental Health Workers with increased caseloads, Housing and Craft workers who have been working in tenants homes, the army of cleaning staff who have done a brilliant job in our care homes/essential buildings/ schools and those who have been issuing emergency support grants, noting that this is not an exhaustive list.
- 3) Recognise the efforts made by many other key workers in the public, private and 3rd sectors in responding to the Covid 19 pandemic.
- 4) Call on Scottish Government to ensure that it recognises the efforts across our "one workforce" in local government and lobby Scottish Government to

ensure that this payment is extended to all Covid-19 responders and key workers across local government and that they are rewarded equally.

- 5) Seek their public assurance that Scottish Government will fully fund the payment and costs associated with the delivery of this payment.

The Council agreed that I write to you urging you to commit to ensuring that the £500 bonus payment to Health and Social Care staff is extended to all Covid-19 responders and key workers across local government; and agree that the Scottish Government should fully fund this one-off payment including any costs associated with the delivery of this payment.

I look forward to hearing from you in early course, on this important matter.

Yours sincerely



Angela Scott
Chief Executive



Cabinet Secretary for Finance
Kate Forbes MSP

T : 0300 244 4000
E : scottish.ministers@gov.scot

Angela Scott
anscott@aberdeencity.gov.uk

Our Reference: 202100141102
Your Reference: AS/JB/SG

27 January 2021

Dear Angela,

Thank you for your letter of 8 January to Kevin Stewart, Minister for Local Government, Housing and Planning, about a recognition payment for council employees following the decision to pay NHS workers a £500 payment. I am replying as Cabinet Secretary for Finance.

Along with all other Ministers I am hugely grateful for the heroic efforts of all key workers across Scotland, including local government, who have risen to the challenge of responding to the pandemic and kept our essential services available.

This payment is for NHS and social care staff. While the UK Government announced a public sector pay freeze for 2021/22, Scottish Ministers will publish their public sector pay policy for 2021/22 in January and this will recognise the commitment and hard work of the public sector workforce across Scotland.

However, as you are aware, councils are independent bodies, accountable to their electorates, and it is for them, not Scottish Ministers, to decide if the wider local government workforce should receive a COVID recognition payment. Pay for council workers is decided by councils through trade unions negotiating with the Convention of Scottish Local Authorities (COSLA). The Scottish Government has no part in those pay negotiations and Scottish Ministers have no general powers that would enable us to instruct a council to make these recognition payments.



I understand the unions will wish to discuss this issue as part of their ongoing pay negotiations with COSLA and I will pay close interest to the outcome of those discussions.

The Scottish Government have already taken exceptional measures in every area of government to deal with the challenges of COVID-19 and that is particularly clear in the support for local services. To date, the Scottish Government have taken decisive action to commit £382.2 million in additional funding to local authorities in Scotland.

Working in partnership with COSLA, the Scottish Government has delivered on our commitment to support councils across Scotland giving them the powers they need to make informed decisions, at a local level, on the package of financial flexibilities which could be worth up to £600 million over the next two years.

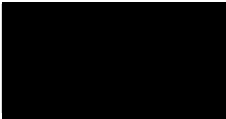
The Scottish Government have also finalised a Lost Income Scheme, however, we are still awaiting confirmation from the UK Government on the exact amount of consequential that Scotland will be allocated for this purpose, but it is estimated that it will be around £90 million although it could well be more depending on the cost of the similar English scheme.

Taken together this latest flexibility and funding package together with the previously committed funding brings the value of the overall COVID-19 support package for councils to around £1 billion.

The Scottish Government is committed to deploying additional funding in a way that is helpful to supporting local government and the COVID-19 response. We will continue to work in partnership with COSLA and individual local authorities going forward to address any additional funding pressures.

I hope this reply is helpful.

Yours sincerely,



KATE FORBES



ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	12 April 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Increase the Distribution and Administration of Naloxone – Test of Change
REPORT NUMBER	RES/21/094
DIRECTOR	Steven Whyte
CHIEF OFFICER	Isla Newcombe
REPORT AUTHORS	Kirsten Foley, Martin Murchie, Isla Newcombe, Simon Rayner (NHS)
TERMS OF REFERENCE	Purpose of Committee

1. PURPOSE OF REPORT

- 1.1. The report shares with Committee operational plans to implement a “test of change” within identified priority geographical areas to a) increase naloxone kits distributed to members of the public via Council services, b) increase the number of employees able to access naloxone kits for distribution and c) seek volunteers from staff working in priority areas to undertake training to administer Naloxone to individuals suspected of drug overdose.

2. RECOMMENDATIONS

That Committee:-

- 2.1 note the Improvement Project Charter attached at Appendix A; and
 2.2 instruct the Chief Officer, People and Organisational Development, to report back to Staff Governance Committee, following the test of change, to indicate the lessons learned and any plans for further work and/or roll out

3. BACKGROUND

- 3.1. In 2019, 38 opioid overdose related deaths were recorded in Aberdeen City. (source: National Records of Scotland Drug Related Deaths in Scotland in 2019, published December 2020)
- 3.2. Two thousand six hundred people in Aberdeen City are currently estimated to use opioid drugs problematically and in the first 3 months of 2021 there has been a significant increase in suspected drug related deaths with upwards of 10 in the month of March alone.
- 3.3. Naloxone is a safe and easily administered medication which can temporarily reverse the effects of an opioid overdose. It is not a controlled substance and has no effect on anyone who has not taken opioid drugs.

- 3.4. For the purposes of administration, Article 7 of the Medicines Act states that anyone can administer naloxone for the purpose of saving a life.
- 3.5. Aberdeen City Council has been able to administer Naloxone since 2014 through supporting homeless people. Naloxone has been made available in homeless accommodation from this time for administration in emergencies, with stocks available in units and staff trained to administer it to those in need.
- 3.6. Until 2020, only specialised drug treatment services were able to distribute naloxone kits to people concerned about overdose. However, in May 2020, the Lord Advocate issued a statement of policy stating that, for the period of disruption caused by COVID-19, any individual working for a service registered with the Scottish Government is able, without prosecution, to supply naloxone to another person for use in an emergency to save a life. This allows non-drug treatment services to distribute naloxone. This policy only applies to services registered with the Scottish Government Population Health Directorate through the local naloxone lead and is subject to the condition that appropriate instruction on the use of naloxone and basic life support training will be provided to persons receiving the medication for such use.
- 3.7. Therefore, any registered organisation, with the provision of appropriate instruction and training, may currently distribute naloxone kits to people. Kits can be distributed by any trained person to people who are at risk of overdose themselves or to family and friends who are likely to encounter an overdose situation.
- 3.8. Increasing the distribution of naloxone, with the aim of reducing the number of fatal drug related overdoses, is one of the main priorities of the national [Drug Death Task Force](#). This is also recognised through the priorities of Community Planning Aberdeen and the City's Alcohol and Drugs Partnership.
- 3.9. Further to the existing practice of particular staff being trained to administer Naloxone, during the COVID-19 pandemic and with the statement made by the Lord Advocate, the Incident Management Team (IMT) also approved the following actions:-
- To register an interest in supplying Naloxone
 - To work with the Care Inspectorate with regard to registration alteration requirements
 - To participate in required training
 - To work with the Aberdeen Drugs Partnership, NHS Grampian and Aberdeen Health and Social Care Partnership to supply Naloxone and provide appropriate harm reduction advice to people potentially affected by fatal overdoses
- 3.10. In line with the decision taken at the Urgent Business Committee in March 2020, when agreeing additional delegations to officers, the above decision of the IMT was reported to City Growth and Resources Committee in February 2021 as part

of a report on the governance arrangements and decisions taken during the pandemic.

- 3.11. In addition to staff in our homeless service being trained, so far we have now also trained Housing staff to distribute Naloxone and raise their awareness, although none have yet been trained to administer the drug. 14 staff within the Housing Access and Support service have been trained through ‘train the trainer’ and are now cascading this training further.
- 3.12. Locally provided, publicly facing council services are well placed to support vulnerable individuals and communities. The proposal detailed in this report, therefore, seeks to introduce greater availability, distribution and training from these Council services, in order to increase the supply and use of naloxone and increase the likelihood of preventing drug related deaths.
- 3.13. The charter is therefore presented to Committee for noting and the Chief Officer – People and Organisational Development will report back to Staff Governance Committee following the test of change / pilot, on lessons learned and any plans for further work to be undertaken.
- 3.14. In adopting this improvement, and potential roll out beyond the test of change, Aberdeen City Council would be the first Council in Scotland to adopt the provision of naloxone at a corporate organisational level.

4. PROPOSAL

- 4.1. ACC is seeking through partnership with the NHS and through the Alcohol and Drugs Partnership, to support joint action to tackle the issue of drug related deaths in Aberdeen.
- 4.2. It is proposed that one way this will be taken forward is by means of a “test of change”, using the Quality Improvement Methodology applied across all Community Planning Aberdeen projects. Accordingly, an Improvement Project Charter has been completed and is attached as Appendix A to this report. The charter includes data relating to the overall prevalence and location of drug related deaths; further information on the use of naloxone; and the specific “change ideas” to be tested through this project, including targeting in specific areas of the city. The effectiveness of the project will be monitored and this will inform further decisions on improvement and potential spread.
- 4.3. During the test of change, volunteers will be sought from relevant staff groups to undertake training in the distribution and/or administration of Naloxone. Appropriate training will be provided with instruction from NHS partners.
- 4.4. Trade Union colleagues will be involved in the implementation of the test of change outlined in the charter moving forwards, so that any questions, suggestions or concerns can be readily addressed.
- 4.5. Potential frontline workers who could be offered the opportunity to voluntarily undertake the training, working within the geographical areas highlighted in the charter, could include colleagues working particularly within Early Intervention

and Community empowerment such as Libraries or Housing staff and Operations such as Waste or Facilities Management staff. Identification of appropriate staff groups will be undertaken at the start of the test of change with service managers, and volunteers then sought.

- 4.6. Following the test of change, a report will be submitted to Committee on the outcomes, learning and next steps.

5. FINANCIAL IMPLICATIONS

- 5.1 No identified financial implications as funding for materials will be provided by Aberdeen Drugs Partnership.

6. LEGAL IMPLICATIONS

- 6.1 There are no direct legal implications arising from the recommendations of this report. However, as mentioned above, the Lord Advocate’s statement is subject to a condition around appropriate instruction and training and so this condition will require to be adhered to. The Lord Advocate may withdraw this policy at any time but the Scottish Government’s Population Health Directorate will ensure that relevant organisations are notified if and when it ceases to apply. This Lord Advocate’s statement/policy applies only to the supply aspect and not to administration in case of emergency. The legislation which currently permits anyone to administer naloxone for the purpose of saving life in an emergency is the Human Medicines Regulations 2012.

7. MANAGEMENT OF RISK

- 7.1 The Council approved a [Risk Appetite Statement](#) (RAS) on 9 December 2020. The RAS sets out how the Council will balance its risks and opportunities in pursuit of delivering the outcomes set out within the Local Outcome Improvement Plan and associated strategies. The content of the plan and the risk assessment below is considered to be consistent with the RAS.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic	None identified. The project is proposed to support agreed strategic priorities.	NA	NA
Compliance	Non-compliance with the condition around appropriate instruction and training could give rise to a risk of prosecution	M	Appropriate training of staff and the provision of appropriate instruction and training to recipients of naloxone

Operational	Impact of staff time to undertake training	L	Agreement from service managers to support the programme; identification of appropriate times for training to be undertaken
Financial	Costs being met by NHS and ADP	NA	NA
Reputational	Potential positive in ACC being first Scottish LA to take this focussed approach	NA	NA
Environment / Climate	None identified.	NA	NA

8. OUTCOMES

Council Delivery Plan	
	Impact of Report
Aberdeen City Council Policy Statement	Supports “Safe and Resilient Communities – Aberdeen is a place where people are and feel safe”
Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	<p>The proposed project directly supports the LOIP Stretch Outcome:</p> <p>“Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026”</p> <p>It is also complementary to the LOIP Improvement Projects:</p> <p>“Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2021.” and</p> <p>“Increase uptake of drug treatment and specifically within Locality Areas by 10% each year by 2021.”</p>
Prosperous People	
Prosperous Place	
Regional and City Strategies	The project supports the Strategic Plan of the Aberdeen City Integrated Joint Board.

UK and Scottish Legislative and Policy Programmes	The project directly supports the use of naloxone to prevent drug related overdoses as prioritised by the national Drug Death Task Force .
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9. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	
Data Protection Impact Assessment	Not required. Existing processes are in place for handling data relating to drug related incidents. Evaluation of this project will be anonymised.

10. BACKGROUND PAPERS

[Scottish Drugs Death Taskforce](#)
[Local Outcome Improvement Plan](#)
[Prevalence of Problem Drug Use in Scotland](#)
[Aberdeen Outcomes Framework](#)
[Aberdeen Data Observatory](#)

11. APPENDICES

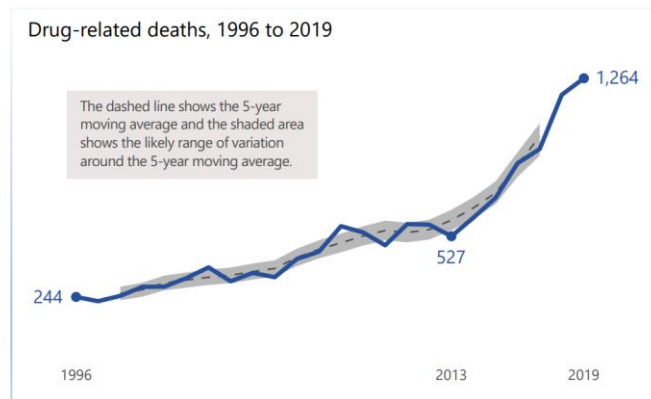
Appendix A - Improvement Project Charter

12. REPORT AUTHOR CONTACT DETAILS

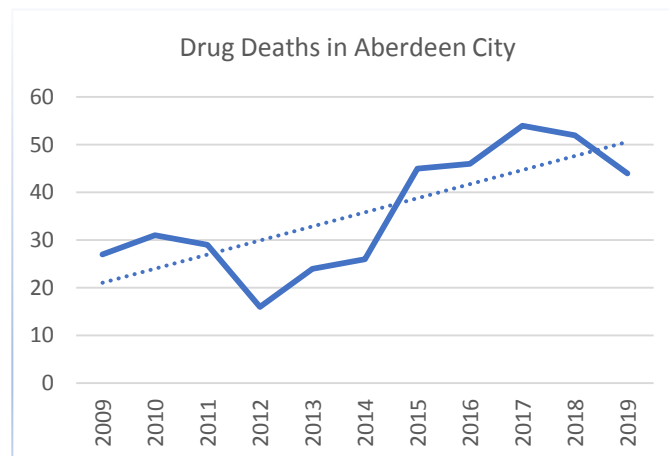
Isla Newcombe
 Chief Officer – People and Organisational Development
inewcombe@aberdeencity.gov.uk
 07725809338

<p>Improvement Project Title Reduce drug related deaths in our communities by increasing the availability of Naloxone</p>
<p>Executive Sponsor Angela Scott</p>
<p>Project Lead Name: Simon Rayner Job Role & Organisation: Alcohol & Drugs Partnership Email Address: Simon.Rayner@nhs.scot</p>
<p>Aim statement</p> <p>Outcomes – To prevent at least one drug related death in target areas by Sept 2021</p> <p>To double the number of Naloxone kits supplied within at least one of the target areas identified</p> <p><i>How – by identifying, enabling and training volunteer Council employees in targeted geographical areas and services to distribute, access, carry or administer naloxone in the event of an opioid overdose.</i></p> <p>By when – by December 2021</p>
<p>Link to Local Outcome Improvement Plan</p> <p>The proposed project directly supports the LOIP Stretch Outcome:</p> <p>“Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026”</p> <p>It is also complementary to the LOIP Improvement Projects:</p> <p>“Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2021.”</p> <p>“Increase uptake of drug treatment and specifically within Locality Areas by 10% each year by 2021.”</p>
<p>Why this is important</p> <p>The Scottish Government and the national Drug Death Task Force have set increasing the distribution of naloxone as one of its main priorities with the aim of reducing the number of fatal drug related overdoses.</p>

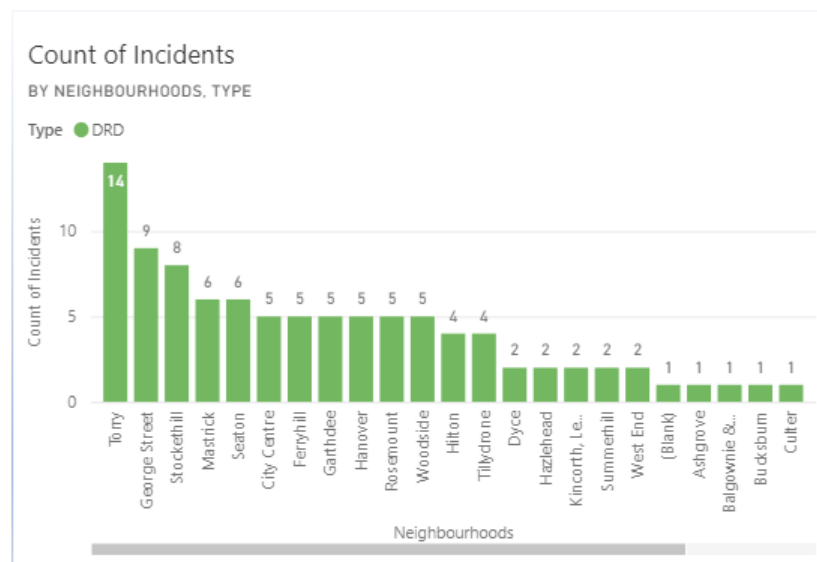
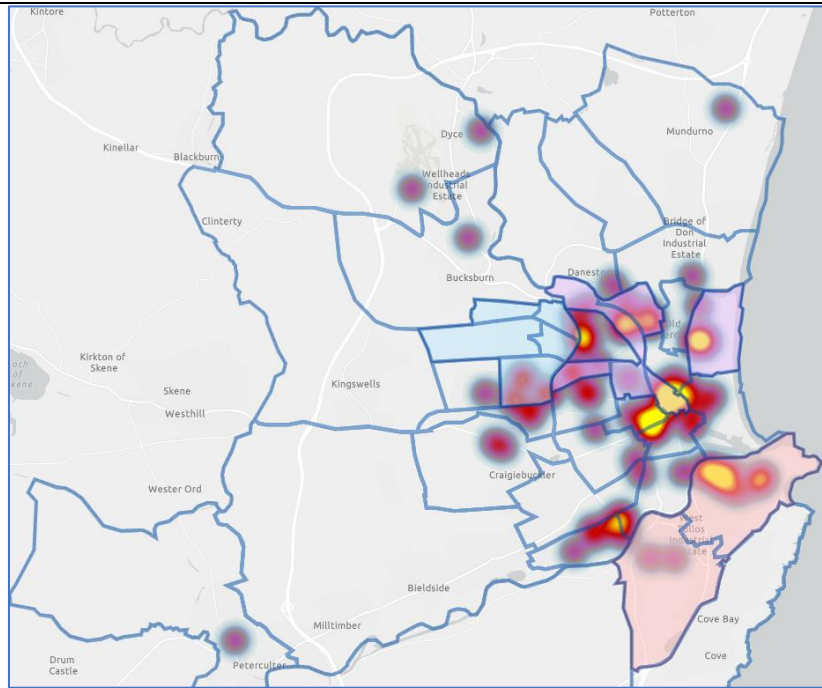
The number of drug-related deaths across Scotland has increased almost every year in the last 2 decades. In 2019 there were 1,264, which is the largest number ever recorded and more than double the number recorded 5 years previously.



The latest published figures for drug related deaths in Aberdeen are 44 in 2019.



A review of the geography of drug related deaths in Aberdeen has been undertaken, showing that, whilst drug related deaths have occurred in many areas of the city, there is clear evidence of clustering in areas including the city centre, Torry, Stockethill, Seaton and Garthdee.



Further analysis, of all drug related incidents attended by Scottish Ambulance Service and reports of discarded needles reported to the Council, shows a similar geographical pattern.

Whilst the majority of drug use and overdoses will occur within domestic settings further analysis is being undertaken to establish potential “hot-spots” within public areas of the City that will help inform further improvements.

Naloxone Take Home Programme

Naloxone is an easily administered medication which can temporarily reverse the effects of an opioid overdose. It is safe and works rapidly buying time for an ambulance to arrive and take over supportive care. It comes in two forms – intramuscular injection ([similar to an epi-pen](#)) and

a nasal spray. Both are equally effective and it is down to the staff member's personal choice as to which type of kit is preferred.

For the purposes of this paper we make a distinction between the "administration" of naloxone as a medicine in an emergency situation and the "distribution" of naloxone kits i.e. we supply the kit to the at risk population for administration in a future emergency overdose situation. There are an [estimated 2600 opioid users in Aberdeen](#) who will have friends and families, use our services and live in our communities. Our aspiration would be that everyone concerned with or about an individual with problematic drug use has a naloxone kit on hand in case of emergency.

Nationally (2015/16) an [estimated 56% of people died](#) with someone else present at the time of death and conversely 44% of people died alone. Each of these figures represent a different strategic challenge. People will be unable to use naloxone on themselves whilst overdosing.

Overdoses can be deliberate or accidental. Opioid overdose can also be caused through use of pain medication, whether prescribed or not, especially when used in combinations with other substances such as alcohol, medicines or if an individual is health impaired.

Up until 2020 only specialised drug treatment services were able to distribute naloxone kits to people concerned about overdose. A temporary change in prosecution policy announced in 2020 effectively allows any registered organisation (i.e. registered with Scottish Government Population Health Directorate), with the provision of appropriate instruction and training, to be able to distribute naloxone kits to people. Naloxone kits can be distributed by any trained person to people who are at risk of overdose themselves or to family and friends who are likely to encounter an overdose situation, who also receive a training briefing.

In May 2020 Dundee City Council implemented a Policy for Recognising and Responding to Overdoses, and The Safe Use of Naloxone. Aberdeen doesn't have an equivalent policy but equivalent actions are already in place. This proposal however, seeks to go further and link the use of community data and the distribution of naloxone to the public with the strategic aim of reducing deaths in our communities. One outcome of the test of change may be to create a policy based on the learning.

There are three key strategies that can be undertaken to increase the availability of naloxone:

- **Increase administration** - we can train more people to administer naloxone – so for example staff can be equipped with a naloxone kit and use it in an overdose situation
- **Increase distribution** - we can distribute more naloxone kits to the public – we can train staff to be able to give a naloxone kit to concerned individuals / families for their own future use in an overdose situation
- **Increase availability/access** - we can make naloxone more available in first aid kits and in community settings making it quick to access in an emergency situation

These factors allow naloxone to be supplied to, and used by, people at risk of overdose, community members and non-clinical staff members who have been trained in its use.

In Aberdeen City overdose prevention interventions and naloxone supply are mainly available through statutory and commissioned drug services and community pharmacy. The main challenges in distributing naloxone kits to the wider population are barriers such as stigma in attending specialised services to access; asking a pharmacist for it; pronouncing the name of it; geographic ease of accessibility, lack of knowledge and awareness of availability. Of 958 naloxone kits distributed in 2020 only 50 (5%) were to family / significant others.

Approximately 50% of people who die as a result of drug use are not engaged in specialised drug services but will be known to other public services where there is an opportunity to provide a naloxone kit.

Data tells us that the following actions are required across our systems:

- 1) Make more people aware of naloxone and normalise this discussion
- 2) Routinely check if people are concerned about overdose – their own, family, someone they know
- 3) Encourage people to carry naloxone, check it is “in-date” or if has been used to resupply

Aberdeen City Council has a workforce of 8,000 people employed with a range of public facing roles and with a remit to support vulnerable individuals and communities. As a major employer in the City, ACC is well placed to demonstrate leadership within the community as well as have access points across geographic areas of the city and access to large sections of the population. In addition, this will place Aberdeen City at the forefront of other local authorities and positioned to take future digital offerings in terms of apps and first responder developments.

In 2020/21 ACC distributed 8 of the total naloxone kits distributed in the City. Aberdeen City Council, therefore, is well placed to capitalise on its existing infrastructure and employees to be the major distributor of naloxone into our community.

In the light of increasing trend in DRD; the observed pattern of deaths and incidents in the City; and the current supply and use of naloxone, the better its availability and the greater the number of kits distributed and the greater number of people trained to administer it, the higher the likelihood there should be of preventing drug related deaths.

In adopting this improvement, and potential roll out beyond the test of change, Aberdeen City Council would be the first Council in Scotland to adopt the provision of naloxone at a corporate organisational level.

Measures

Baseline

2020 – 8 kits distributed by ACC staff

Outcome measures

- Case level evidence of potential drug death prevention

- Reduced drug related death rate (proxy measure: increase in naloxone reported as administered)
- Reduced rate of non-fatal overdose (proxy measures: hospital admissions and Scottish Ambulance Service attendances) (could be quantified financially too)

Process measures

- Number of times naloxone administered by ACC staff
- Increased number of naloxone kits supplied by ACC staff to the public
- Number of naloxone kits available in public locations
- Number of staff trained to administer naloxone
- Number of staff trained to supply naloxone kits
- Number of staff actively delivering the intervention
- Increase in number of opioid users accessing and maintaining support

Balancing measures

- Staff accessing H&W support after administering Naloxone, sick leave etc
- Communications from staff with Trade Unions
- Feedback on training supplied to staff
- Staff pulling out of the pilot scheme
- Change in rate of internal / external overdose
- Differing rates in test of change areas v rest of City

Change ideas

We believe that more lives could be saved if those at risk of overdose were more likely to have naloxone administered when needed.

We believe that increasing the number of 1) naloxone kits distributed to the public via ACC services, 2) employees trained and able to access naloxone, would, therefore offer additional protection for those at risk.

The scope of staff that could be engaged in this work could be by geography and by service opportunity. For a test of change the 5 top areas to test would be: Torry, George Street, Stockethill, Mastrick, Seaton. Initially the test of change will focus on Torry and Seaton and look to spread to the other areas depending on initial successes and learning. Change ideas could include:

- Raise awareness of ACC staff working in the identified geographical pilot areas about overdose and the role of naloxone; raise awareness of how to raise concern to Assertive Outreach Service
- Raise awareness of all community groups operating in these areas about overdose and the role of naloxone
- Leaflet / post all residential addresses in these areas, email and social media promotion of naloxone access points
- Leaflet / post all employers in these areas, email and social media promotion of naloxone access points

- Train staff in critical services to engage in and distribute naloxone kits – to consider job roles initially within Early Intervention and Community Empowerment and Operations.
- Train staff in critical areas to administer naloxone in case of emergency

Location/Test Group

Torry , Seaton.

Staff would be identified through a voluntary process in this test of change. The engagement, volunteering and training processes would be determined in partnership with NHS colleagues and with continued engagement with relevant Trade Unions.

Resources

Staff working in Torry , Seaton – ACC

Community groups and volunteers operating in Torry , Seaton - ACC

Train Trainers time – ACC and NHS Grampian

Staff Training – ACC

Leaflets, posters etc – £ADP

Domestic addresses and employer addresses – mailshots – ACC - £ADP

Naloxone kits – £ADP / NHS Grampian

Potential risks and/or barriers to success & actions to address these

legal; workforce; reputational

Project Team

Project Lead: Simon Rayner, Alcohol and Drugs Partnership

Subject Matter Experts: Fiona Raeburn / Simon Rayner, Alcohol and Drugs Partnership

P&OD: Kirsten Foley (Employee Relations and Wellbeing Manager), Isla Newcombe (Chief Officer, People and Organisational Development)

Data and Insights: Community Safety Analyst

Early Intervention and Community Empowerment: Derek McGowan (Chief Officer, EI&CE); Graeme Gardner, Development Team Leader

External Communications

Data Collection and Analysis: Data to be drawn from NEO system to track distribution of naloxone kits. Staff will need to enter distribution onto NEO (this is a simple process). Incidents will be tracked from existing systems. Staff time will be identified to complete survey and create qualitative / experiential case reports – 5 reports max. Any staff volunteering to be a part of the test of change would be given time to be able to complete this. Alcohol & Drugs Partnership will lead data gathering and reporting.

Outline Project Plan		
Project Stage	Actions	Timescale
Getting Started (Project Score 1-3)	<i>Identify and agree geographic areas</i> <i>Establish training for trainers model and resources</i> <i>Identify staff to be trainers/champions</i> <i>Identify staff and segment in relation to distributors and administrators or both</i> <i>Leaflets and posters etc produced</i>	>April 2021 >April 2021 <April/May 2021 <April 2021 <April/May 2021
Designing and Testing Changes (Project Score 4-7)	Distribute leaflets and communications Train staff Data monitoring including quantitative and qualitative analysis.	>April 2021 >May 2021 >May 2021
Implementing and sustaining changes that demonstrate improvement (Project Score 7-10)	Training is sustainable	<May
Spreading Changes (Project Score 9-10)	Media / communication	>May

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	12 April 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Recruitment Update
REPORT NUMBER	RES/21/076
DIRECTOR	Steve Whyte, Director of Resources
CHIEF OFFICER	Isla Newcombe, Chief Officer – People and Organisational Development
REPORT AUTHOR	Lesley Strachan, Talent Manager
TERMS OF REFERENCE	2.2

1. PURPOSE OF REPORT

1.1 To provide an update to Committee on workforce capacity developments across the organisation over the last twelve months. These are set out within the report covering three specific areas.

- Firstly, an update on the temporary movement of staff scheme developed during the Covid-19 pandemic (as requested at the Staff Governance Committee of 1 February 2021);
- Secondly, an update on recruitment undertaken across the Council between May 2020 and December 2020 (in response to the instruction from the Urgent Business Committee of 6 May 2020 as set out in section 3.3.3 of the report, and
- Finally, an update on the development and implementation of the new re.cr.uit scheme (in advance of a fuller report at June Committee).

2. RECOMMENDATION

2.1 That Committee notes the progress made on each of the three areas covered within the report.

3. BACKGROUND

3.1 Context

3.1.1 In August 2017, Council approved the 'Building a Council of the Future' report which set out our Target Operating Model (TOM) and the flexible and adaptable workforce we require to deliver the TOM.

3.1.2 Part of the focus of the Council's Workforce Plan approved by Staff Governance in June 2019 (RES/12/296) relates to building our workforce capacity to deliver as an organisation. The key challenges (and opportunities) within our workforce at that time identified three main areas of focus. Responding to our multi-

generational workforce, developing our young workforce and reshaping our current workforce to support our areas of sustained and increasing demand.

- 3.1.3 In response to these challenges (and opportunities) a range of work has been undertaken. In terms of our commitment to developing a multi-generational workforce, this requires an understanding of the needs and expectations of different generations in terms of ways of working and the working environment, as well as the various challenges and barriers to employment faced by different age groups.
- 3.1.4 In terms of developing our young workforce, a report was presented to Staff Governance Committee in September 2020 (RES/20/103) setting out the progress made with developing our young workforce and specifically around initiatives in place to support care experienced young people in the city. These include the apprenticeship programme and the guaranteed interview commitment.
- 3.1.5 In terms of reshaping our workforce, Committee instructed the Chief Officer - People & Organisational Development to develop a new approach to the internal recruitment and movement of staff across the Council. This approach (now known as the re.cr.uit scheme) was subsequently approved by Staff Governance Committee in October 2019 [RES/20/103].
- 3.1.6 From approval of the re.cr.uit scheme in October 2019, the principles of the way we recruit as an organisation began to change. Recruiting managers responded positively to the new approach to consider internal employees in a more flexible way, with an understanding that an employee may not have all the necessary qualifications, skills or experience required for the role from day one, but with development and experience will develop into the role.
- 3.1.7 The Covid-19 pandemic rapidly accelerated the need for this intended workforce flexibility, with a requirement to create the facility to move staff (on a voluntary basis) to areas of need across the organisation at short notice. Following an overwhelming response to an organisation wide ask for volunteers willing to support the pandemic response in undertaking temporary alternative duties, the temporary movement of staff scheme was developed and implemented. Further detail of this is outlined in section 3.2 of this report.
- 3.1.8 The Temporary Movement of Staff scheme has had a significant impact on our ability as an organisation to meet the workforce demands of the pandemic, and it is important to capture and build on this flexible approach for the future.
- 3.1.9 This report provides an update of the workforce capacity activity undertaken over the last 12 months over three specific areas as requested by Committee:
- Temporary Movement of Staff Scheme
 - Internal and External Recruitment following the Urgent Business Committee on 6 May 2020
 - Progress Update on the new approach to internal recruitment / internal movement of staff 're.cr.uit'.

3.2 Temporary Movement of Staff Scheme

- 3.2.1 At the Staff Governance Committee of 1 February 2021, an update on the work undertaken related to the temporary movement of staff to support the Covid-19 pandemic was requested.
- 3.2.2 Following the UK wide lockdown announcement on 23 March 2020, a number of services required urgent temporary resourcing support due to increased demand or resource shortage (as a result of some members of staff having to shield, self-isolate, or with caring responsibilities). Further, the implications of the pandemic meant that a number of services had to be reduced or stood down completely, resulting in employees working from home or with the ability to work from home but whose current role and duties did not allow for this.
- 3.2.3 As a result, there was a need to quickly move employees where they were either unable to work or were not doing 'critical' work, i.e. supporting the pandemic response, on a temporary basis, to areas of the organisation facing increased demand due to the need to respond to the pandemic, or resource shortage (as a result of a need to shield, self-isolate, or caring responsibilities).
- 3.2.4 The **Temporary Movement of Staff Protocol** was therefore developed to provide a framework for our approach to temporary movement which covers how employees would volunteer for the scheme and the basis for how they would be aligned to areas of demand based on factors including qualifications, skills and experience. Communications were issued to managers setting out how to request support with resourcing gaps on 25 March 2020 along with a communication to all staff inviting them to volunteer for the temporary movement scheme. The protocol also sets out pay arrangements, recording of temporary duties, risks and safeguards, and management and employee responsibilities during a temporary move. Trade Union colleagues were actively engaged and consulted during the development of the protocol and were supportive of the approach. Since its creation, other Local Authorities have requested access to our protocol as an example of good practice.
- 3.2.5 Temporary movement was and continues to be a voluntary process, and employees need to volunteer for and agree to any temporary moves. In order to best align employees to areas of demand, a Microsoft Form was issued to employees who expressed interest in the scheme to capture key information such as qualifications, skills, experience as well as availability and any restrictions (such as location or childcare or health), and the type of alternative work they would be willing to undertake.
- 3.2.6 The Temporary Movement of Staff scheme was promoted to managers and employees across the organisation using a variety of communications and hosted on the on the intranet, alongside the wider coronavirus pages on People Anytime.
- 3.2.7 Communications about the scheme received a huge response with over 1600 employees actively volunteering to support the pandemic response.

- 3.2.8 Requests from managers seeking temporary resource support were considered and approved by the Covid-19 Incident Management Team, based on reports provided by the Talent Team. As well as supporting internal services, partners including NHS Grampian, Bon Accord Care, the Aberdeen Health & Social Care Partnership and the Grampian Humanitarian Assistance Hub were also included.
- 3.2.9 Throughout the pandemic, there have been waves of demand in temporary movement. After an initially high volume of requests, as services were gradually reinstated, this decreased. December 2020 and January 2021 saw a significant increase in demand again for support with the Covid-19 vaccination programme and in processing business grants for example. To supplement our pool of volunteers, we have utilised our supply and relief workers and worked closely with partners including Sport Aberdeen to support services. Appendix 1 provides detail of the specific settings that these employees supported.
- 3.2.10 To date, 241 employees have undertaken alternative temporary duties as a result of the Covid-19 pandemic. In addition, 424 employees from the Education service volunteered to support the Education and Childcare Hubs at the point that schools closed in March 2020. The total number of employees undertaking temporary alternative duties to date is 665.
- 3.2.11 The new re.cr.uit (Retaining Employees. Changing roles. Using Internal Talent) scheme (see section 3.4) is our new approach to internal recruitment. To support the scheme, a digital tool has been procured and developed. Whilst planned for use for internal recruitment and internal movement of staff on a fixed term / permanent basis, the system has now been developed further to accommodate both temporary movement and emergency response resourcing needs.

3.3 Update on Internal and External Recruitment (May - December 2020)

- 3.3.1 The new approach to focus on the development and upskilling of our internal workforce, using the new re.cr.uit scheme for internal movement of staff and internal recruitment, was approved at Staff Governance Committee in October 2019.
- 3.3.2 Although the digital tool was still to be developed to support the re.cr.uit scheme, the fundamental principles of the scheme were in place from that point, with communications to managers about approval of the approach, the requirement to provide a clear justification for external recruitment at approval stage and on a case by case basis, Talent Team Advisers supporting managers to focus on internal recruitment and only where all internal options were exhausted, to seek approval for external recruitment.
- 3.3.3 The Urgent Business Committee of 6 May 2020 agreed: 'to limit external recruitment of employees only to critical posts where there was a clear and pressing need for resources relating to the COVID-19 response or public health and protection and the resources cannot be found either from temporary or permanent internal movement. Any permanent internal or external recruitment should only be undertaken in consultation with the Convener of the City Growth

and Resources Committee and should only be undertaken where the post would not be impacted by ongoing future redesign, and that the relevant Committee be a provided with service updates regarding any permanent recruitment that had been undertaken’.

- 3.3.4 Following this decision, the existing vacancy approval process was adapted to take account of the additional level of scrutiny instructed by the Urgent Business Committee. When completing the online ‘request to recruit’ form, managers are required to provide justification for filling the role and identifying how it relates to the Urgent Business Committee decision. Requests are considered by a panel comprising the Talent Manager, the Chief Officer – People & Organisational Development and the Chief Officer – Finance, in consultation with the Convenor of the City Growth and Resources Committee.
- 3.3.5 The principle of the approval process is that vacancies will be approved internal only in the first instance and only where all internal options have been exhausted will approval to advertise externally be considered.
- 3.3.6 Exceptions to the internal only approval are for particular critical roles such as teachers and social workers, where there are registration requirements, they are hard to fill roles, there is a statutory need to deliver the service and it is known that there is not a ready pool of available internal employees who could move to the role(s). These roles will be advertised internally and externally simultaneously, with agreement that recruiting managers prioritise any internal employees ahead of external candidates.
- 3.3.7 To provide an indication of the volume of recruitment undertaken across the organisation during the period May to December 2020, 431 vacancies were advertised. This compares with 954 for the same period in 2019, representing a 55% decrease).
- 3.3.8 Focusing on the 2020 data, 26% of vacancies were advertised internally only and 74% externally (and internally at the same time). [This compares with 20% of vacancies advertised internally only in the same period in 2019].
- 3.3.9 Of the externally advertised vacancies in 2020, 51% were teaching or school support vacancies (40% in 2019). Other areas where there has been a need to advertise externally are Social Work / Social Care roles across Adult Health & Social Care and Integrated Children & Family Services and an ongoing need to recruit Cleaners, particularly given the additional pressures placed on facilities teams during the pandemic. This is because we do not have a ready pool of internal employees with the necessary qualifications, in some cases, or in some cases they are part-time, term time roles for example, which are not always attractive to candidates seeking full time employment.
- 3.3.10 A number of these roles, such as Teachers and Social Workers, are recognised locally and nationally as ‘hard to fill’. In recognition of this, as part of our approach to succession planning, work is ongoing between the Talent Team and Service Managers to develop talent pipelines to enable us to secure our

future workforce in these areas. Initiatives include traineeships, apprenticeships, mentoring / shadowing and other development initiatives.

3.3.11 Appendix 2 shows a detailed breakdown of all vacancies which were advertised during the period May to December 2020.

3.4. Launch of re.cr.uit scheme

3.4.1 The new approach to internal recruitment and internal movement of staff was approved at Staff Governance Committee in October 2019. The principles of the new re.cr.uit (retaining employees. changing roles. using internal talent) scheme have been adopted since that point for recruitment to all our vacancies.

3.4.2 Development of the digital tool to support the scheme commenced in early 2020, in terms of the necessary governance steps, including development of a data protection impact assessment and system customisation, including branding.

3.4.3 The Covid-19 pandemic caused a significant delay in progress with system development and implementation as the team were diverted to develop the temporary movement of staff scheme as set out above.

3.4.4 Once the temporary movement of staff scheme was operational, the team were able to focus once again on progressing the development and implementation of the scheme with system training and then testing phase with recruiting managers and employees.

3.4.5 A significant amount of guidance has had to be developed to accompany the scheme including guidance notes for employees and managers and these are available to all on the intranet on the People Anytime pages.

3.4.6 The new approach also required a review and update of the overall recruitment and selection guidance to take account of the re.cr.uit scheme.

3.4.7 The final stage was development of communications to managers and staff across the organisation to announce the launch of the full digital system from January 2021.

3.4.8 Trade Union colleagues have been kept informed and engaged at key stages throughout the development and implementation stages of the system including all guidance documents.

3.4.9 The re.cr.uit scheme represents a new and different way of recruiting for the organisation. Employees no longer 'apply' for internal roles they wish to be considered for, instead they join the scheme and are automatically considered for roles that they have a potential alignment to on the basis of a combination of their qualifications, skills, experience and potential 'fit' to roles. ('Fit' is determined using the working preferences questionnaire (OPQ32 - occupational personality questionnaire). [Staff Governance Committee, October 2019 - New Approach to Internal Recruitment and Internal Movement of Staff RES/19/371].

3.4.10 The period January to March 2021 will be used as a learning cycle and review period for the team as feedback is provided from managers and employees on their experience of the system. The team is continuously reviewing the feedback and improving the system on the basis of that feedback. Trade Union colleagues continue to be engaged during this period providing any feedback from their Members and on any developments / improvements in the system and scheme.

3.4.11 At the time of writing this report, the digital tool has been launched and is in use. 99 internal vacancies have been added to the system to determine whether these can be filled using our internal workforce and are at various stages in the process.

3.4.12 A further report will be provided to a future Staff Governance Committee to provide more detail on how the new approach is working in practice and any changes and improvements being made as a result of this initial learning cycle.

4. FINANCIAL IMPLICATIONS

4.1 Processes are in place to track the movement of Council staff between services, making use of timesheet recording for hours worked.

4.2 Costs of hours worked are re-aligned between Council services by the Finance team on a monthly basis as required. The scheme is sufficiently developed to be able to handle charges to any partner organisations when required.

4.3 As identified above, the pandemic increased resource demand within some services at very short notice, and it is important that the costs of the response are correctly aligned so that they can be matched against any funding made available by Government. The latest list of Coronavirus Related Funding was included as part of the Council Financial Performance report to the City Growth and Resources Committee in February 2021.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	None	L	None
Compliance	None	L	None
Operational	None	L	None
Financial	None	L	None
Reputational	None	L	None
Environment / Climate	None	L	None

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
Impact of Report	
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	<p>The proposals within this report support the delivery of Economy Stretch Outcome 1 and 2:</p> <ul style="list-style-type: none"> • 10% increase in employment across priority and volume growth sectors by 2026. This includes social care. Key driver 1.2 is 'developing the talent and future workforce necessary to support diversification of business & economy'. This includes employability activity and progressing the Council's Investors in Young People Programme. • 90% of working people in living wage employment by 2026. Key driver 2.1 is 'promoting inclusive economic growth for our most disadvantaged communities'. This includes support for young people as well as people progressing positively through the employability pipeline.
Prosperous People Stretch Outcomes	<p>The proposals within this report support the delivery of People Stretch Outcome 6:</p> <ul style="list-style-type: none"> • 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026. <p>The key drivers for this outcome are:</p> <p>6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs)</p> <p>6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school</p> <p>6.3 Ensuring children, young people and families understand the pathways available to them and skills required for future</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

Reports to Staff Governance Committee and Urgent Business Committee as referenced above.

10. APPENDICES

Appendix 1 – Temporary Movement - Summary of Requests to Date
Appendix 2 – Vacancies Advertised

11. REPORT AUTHOR CONTACT DETAILS

Name	Lesley Strachan
Title	Talent Manager
Email Address	lstrachan@aberdeencity.gov.uk
Tel	(01224) 523893

Temporary Movement - Summary of Requests to Date

Date Started	Request	Number of Employees providing support
March 2020	Education and Childcare Hubs	424
March 2020	Crematorium Team	1
March 2020	Crisis Helplines	52
March 2020	NHS Bed Provision Support	24 (but not required)
March 2020	Scottish Welfare Fund Support	4
March 2020	Refuse Drivers	1
April 2020	Prescription Collection and Delivery	5
April 2020	Bon Accord Care front line support	20
Jan 2021	(lunch support, general duties etc.)	6
April 2020	Refuse Loaders	16
Jan 2021		2 Sport Aberdeen
May 2020	Care Home Support (ACHSCP & External Care Homes)	27 2 relief via national SSSC portal
July 2020	Driving support for the Social Work Transport Team	1
July 2020	Waste and Recycling customer services	2
August 2020	Additional admin school support, Harlaw Academy	1
September 2020	Admin support in Housing for backlog of lease signings	1
September 2020	Flu immunisation programme support	3 employees 3 casual/relief workers 4 Sport Aberdeen
September 2020	Revenues and Benefits team support	2
March 2021	Ongoing search for 2FTE	
October 2020	Test and Protect calls	9
April 2020	Business Grants (processing applications and Helplines)	19
November 2020		15 1 casual worker 3 Sport Aberdeen
January 2021	COVID vaccination calls and helplines	29
March 2021	Education hardship grants support	2

2020						
Function	Cluster	Job Title	Vacancies Advertised	Internal	External (and internal)	Fill Success rate %
ACHSCP		Adult Protection Unit Co-ordinator	1	0	1	100
		Care Managers	4	0	4	100
		Care Managers	4	0	4	100
		Lead Strategic Officer	1	1	0	100
		Senior Social Worker (Criminal Justice)	1	0	1	100
		Social Workers	5	0	5	100
		Social Worker (MHO)	3	0	3	100
		Support Assistant	1	1	0	100
		Support Worker (Criminal Justice)	2	0	2	50
Operations	Integrated Children's and Family Services	Head Teacher	7	0	7	86
		Depute Head Teachers	12	0	12	83
		Depute Head Teacher/Teacher	1	0	1	100
		Faculty Principal Teacher (Guidance)	1	0	1	0
		Principal Teachers (Literacy)	3	0	3	33
		Principal Teachers (Pupil Support)	2	0	2	50
		Principal Teachers (Numeracy)	2	0	2	0
		Principal Teachers (Guidance)	3	0	3	100
		Principal Teacher (Enterprise & Technology)	1	0	1	100
		Principal Teacher (Autism Outreach)	1	0	1	100
		Teachers (Primary)	24	0	24	58
		Teacher for Biology	1	0	1	100
		Teacher for Biology & Science	1	0	1	100
		Teacher for Business Education	1	0	1	0
		Teacher for Business Studies	2	0	2	0
		Teacher for Chemistry & Science	1	0	1	100

		Teacher for History	1	0	1	0
		Teacher for Nursery	1	0	1	0
		Teacher for German	1	0	1	100
		Teachers for ASN	8	0	8	75
		Teachers for Design & Technology	3	0	3	0
		Teachers for English	9	0	9	33
		Teachers for French/Spanish	2	0	2	100
		Teacher for French/Modern Languages	1	0	1	100
		Teachers for Gaelic	2	0	2	0
		Teachers for Modern Studies	2	0	2	100
		Teachers for Home Economics	3	0	3	66
		Teachers for Maths	9	0	9	89
		Teachers for Modern Languages	5	0	5	60
		Teachers for Music	3	0	3	33
		Teachers for PE	2	0	2	0
		Teachers for Physics	2	0	2	50
		Teachers for Support for Learning	4	0	4	0
		Children Escort	1	0	1	100
		School Administrators	3	2	1	33
		School Support Assistant	8	1	7	75
		School Support Service Managers	3	1	2	66
		Pupil Support Assistants	59	0	59	61
		Technicians	3	0	3	66
		Library Resource Co-ordinator	1	1	0	100
		Childcare Support Worker	5	0	5	100
	Early Learning & Childcare	Early Years Excellence & Equity Practitioner	1	1	0	100
		Senior Early Year Practitioners	3	2	1	100
		Early Years Practitioners	8	2	6	63
		Senior Childcare Practitioners	2	0	2	0

		Early Learning & Childcare Support Worker	1	0	1	0
	Children's Social Work	Team Manager (Childrens Home)	1	0	1	0
		Team Manager (Youth Team)	1	1	0	100
		Social Worker	27	0	27	85
		Family Resource Worker	2	2	0	0
		Residential Practitioner	4	0	4	25
	Operations & Protective Services	Scientist	2	2	0	100
	Protective Services	Licensing Standards Officer	1	1	0	100
	Roads	Road Operative	4	0	4	75
		Road Response Operative	1	0	1	0
		New Road & Street Work Inspectors	2	1	1	50
	Waste	Refuse Loader	1	0	1	0
		Team Leader	1	0	1	0
	Fleet	Fleet Services Manager	1	1	0	100
	Environment	Play Area Inspection Operative	1	1	0	100
		Chargehand Arborist	1	1	0	100
		Environmental Driver	3	3	0	66
		Environmental Operative	14	14	0	0
		Gardeners	2	2	0	0
		Technical Assistants	3	1	2	66
		Workshop Chargehand/Foreman	1	1	0	100
	Facilities	Cook	5	5	0	0
		Catering Assistant	19	19	0	0
		Cleaning Keyholders	33	0	33	9
		Contracts Manager	1	1	0	100
		Security Co-ordinator	1	1	0	100
		Area Supervisor	1	1	0	100
		Delivery Chargehand Driver CPC	1	0	1	100

Commissioning	Commercial & Procurement	Commercial Manager (Major Projects)	1	0	1	100
		Senior Procurement Specialist	5	0	5	80
	Governance	Team Leader (Planning and Licensing)	1	1	0	100
		Solicitor	1	1	0	100
		Legal Services Manager	1	1	0	0
	Place	Climate Change Officer	1	1	0	100
		Planner	1	0	1	100
		Project Officer	1	1	0	100
		Project Support Officer	1	0	1	100
		Retail Officer (Art Gallery)	1	1	0	0
		Trainee Environmental Planner	1	1	0	100
	City Growth	Museum Supervisor	1	1	0	0
		Opportunities for all Manager	1	1	0	100
		Project Officer	1	1	0	100
		Senior Project Officer	1	1	0	100
Resources	Finance	Transaction Services Administrator	5	5	0	80
		Senior Pensions Officer (Accounting)	1	1	0	100
		Finance Support Assistant	3	3	0	100
		Finance Development Officer	2	2	0	100
		Finance Support Assistant	3	3	0	100
		Assistant Pension Officer	1	1	0	100
		Senior Accountant	4	4	0	100
	People & Organisational Development	P&OD Adviser	1	1	0	100
		Mental Health & Wellbeing Adviser	1	1	0	100
	Corporate Landlord	Estates Surveyor	2	0	2	100
Customer	Customer Experience	Business Services Admin Tier 1/2	5	5	0	20

	Digital & Technology	Chief Officer (Digital & Technology)	1	0	1	100
		Council Tax Recovery Assistant	1	1	0	100
	Early Intervention & Community Empowerment	Library Development Manager	1			
				1	0	0
		Adult Learning Tutors	5	3	2	0
		Assessment & Advice Officer	1	0	1	100
		Totals	431	112	319	

2019						
Function	Cluster	Job Title	Vacancies Advertised	Internal	External	Fill Success rate %
ACHSCP		Senior Care Manager	1	0	1	0
		Community Care Co-ordinator	1	1	0	0
		Senior Social Workers	2	2	0	100
		Social Workers	38	2	36	68
		Domestic Abuse Support Worker	1	0	1	100
		Domestic Assistant	1	1	0	0
		Care Manager	1	0	1	100
		Support Workers	18	6	12	39
		Senior Practitioners	2	0	2	100
		Task Supervisor	1	0	1	0
		Clerical Assistants	4	1	3	100
		Womens Support Workers	2	0	2	100
Operations	Integrated Children's and Family Services	Teacher for Business Studies	4	0	4	25
	Education	Teacher for Chemistry	2	0	2	50
		Quality Improvement Managers	4	0	4	25
		Quality Improvement Officers	1	0	1	100
		Education Support Officers	3	0	3	0
		Head Teachers	14	0	14	60
		Depute Head Teachers	8	0	8	75
		Faculty Principal Teacher (Maths)	1	0	1	100
		Faculty Principal Teacher (Pupil Support)	1	0	1	0
		Principal Teacher	21	1	20	81
		Teacher for Computer/Business/ICT	1	0	1	0
		Teachers for Design & Technology	16	0	16	0
	Teachers for Drama	2	0	2	100	

	Teachers for English	8	0	8	25
	Teachers for French/Spanish	2	0	2	0
	Teacher for French	1	0	1	0
	Teachers for Geography & Modern Studies	1	0	1	0
	Teachers for Geography	5	0	5	60
	Teachers for History & Modern Studies	4	0	4	25
	Teachers for History	1	0	1	0
	Teachers for Home Economics	10	0	10	10
	Teachers for Maths	13	0	13	38
	Teachers for Maths & Numeracy	1	0	1	100
	Teachers for Modern Languages	7	0	7	29
	Teachers for Modern Studies & Social Subjects	1	0	1	100
	Teachers for Modern Studies	1	0	1	100
	Teachers for Music	1	0	1	0
	Teachers for PE	14	0	14	36
	Teachers for Personalised Support	1	0	1	100
	Teachers for Physics	3	0	3	33
	Teachers for Physics & Science	1	0	1	0
	Teachers for Physics & Chemistry	1	0	1	0
	Teachers for RMPS	2	0	2	50
	Teachers for RMPS/Modern Studies	1	0	1	100
	Teachers for Science	1	0	1	100
	Teachers for Spanish & French	1	0	1	0
	Teachers for Support for Learning	2	0	2	50
	Teachers for Target/Pupil Support	1	0	1	100
	Teachers for Hearing Support	1	0	1	100
	Teachers for Vision Support	2	0	2	100
	Teachers	10	0	10	80

		Teachers for Art & Design	4	0	4	75
		Teachers for BGE Numeracy	1	0	1	0
		Teachers for Biology	7	0	7	86
		Teachers for Business Education	1	0	1	0
		EAL Teacher (Secondary)	1	0	1	100
		Teachers (Primary)	19	0	19	26
		ASN Teacher (Primary)	1	0	1	0
		PE Teacher (Primary)	1	0	1	100
		Nurture Teacher (Primary)	1	0	1	100
		Pupil Support Assistants (Primary)	67	25	42	66
		Pupil Support Assistants (Secondary)	13	7	6	69
		Pupil Escorts	2	2	0	0
		School Administrators	20	0	20	25
		School Support Assistants	21	1	20	71
		Deputy Principal Education Psychologists	2	0	2	0
		Senior Educational Psychologist	1	0	1	0
	Early Learning & Childcare	Early Years Excellence & Equity Practitioner	1	0	1	0
		Early Learning & Childcare Locality Lead Officers	2	0	2	100
		Senior Early Years Practitioner (Primary)	15	7	8	60
		Early Year Practitioners	27	1	26	70
		Senior Childcare Practitioner	1	1	0	100
		Childcare Support Workers	3	0	3	0
		Music Instructor	1	0	1	100
		Technicians	20	0	20	50
		Library Resource Co-ordinator	1	1	0	100
		Adult Learning Tutors	4	0	4	50
		ESOL Tutor	1	0	1	100

		Escort	1	1	0	100
	Children's Social Work	Chair Adoption & Performance	1	0	1	0
		Residential Practitioners/Trainees	54	0	54	15
		Childrens Practitioner	2	0	2	100
		Family Resource Worker	1	0	1	0
		Multi Agency Child Protection L&D Co-ordinator	1	1	0	100
		Library Assistants	21	16	5	43
		Out of School Care Manager	1	1	0	100
		Night Care Officer	1	0	1	100
		Partnership Officer	1	1	0	0
		Senior Library Assistants	3	3	0	100
		Senior School Support Assistant	1	0	1	100
		Service Manager	1	1	0	0
		Support Assistants	2	2	0	100
		Support Nurse Practitioner	1	0	1	0
		Team Managers	5	0	5	20
		Team Leader	1	0	1	100
	Operations & Protective Services	Arborists	2	0	2	100
		Refuse Loaders	20	0	20	80
		Assistant Operations Manager	1	1	0	100
		Road Operatives	18	6	12	33
		Environmental Drivers	9	1	8	78
		Environmental Operatives	16	7	9	44
		Assistant Park Ranger	1	1	0	100
		Authorised Officers	2	1	1	50
		Garden Attendant	2	1	1	50
		Chargehand Drivers HGV 2	11	0	11	18
		Workshop Manager	1	1	0	100

		Play Area Inspection Operative	1	1	0	100
		Workshop Administrator	1	1	0	0
		Cleaner/Catering Assistant	1	0	1	0
		Work Planners	3	3	0	100
		Workshop Supervisor	1	1	0	100
		Crematorium Attendant	2	0	2	100
		Cooks	14	0	14	42
		Catering Assistants	30	0	30	17
		Cleaning Keyholders	58	1	57	34
		Cleaning Chargehand	1	0	1	100
		Cleaning Manager	1	0	1	100
		Janitors	4	0	4	100
		Cook in Charge	1	0	1	100
		Courier Driver	1	1	0	100
		Engineers	6	4	2	67
		Engineer Assistants	6	4	2	100
		Environmental Chargehand	2	2	0	50
		Environmental Health Officer	1	0	1	100
		Grave Digger	1	0	1	100
		LGV Drivers	2	0	2	0
		Joiners	6	6	0	67
		Office Manager	1	1	0	100
		Material Controllers	5	4	1	80
		Plasterer	1	1	0	100
		Plumber Approved	1	1	0	0
		Pest Control Officer	1	1	0	100
		Property Inspector	1	1	0	100
		Park Attendant	1	1	0	100
		Senior Catering Assistants	2	0	2	0
		Skilled Labourer	1	1	0	0
		Shunter/Driver	1	1	0	0
		Store Assistants	5	3	2	60

		Anatomical/Trainee Pathology Technician	1	0	1	100	
		Trading Standards Officer	1	0	1	100	
		Technical Officers	17	6	11	35	
		Technical Assistants	3	3	0	100	
Commissioning	Commercial & Procurement	Team Leader	1	0	1	100	
	Governance	Team Leader (Property)	1	0	1	100	
		Solicitor	1	1	0	100	
	Strategic Place Planning	Planners/Planning Trainees	3	3	0	100	
		Building Standards Inspector	1	1	0	100	
		Contract Monitoring Officer	1	1	0	100	
		Senior Building Standards Officer	1	1	0	100	
		Senior Planners	3	3	0	33	
		Senior Environmental Planner	1	1	0	0	
		Senior Structural Engineer	1	1	0	100	
		Senior Sustainability Officers	2	1	1	50	
		Sustainability Trainee	1	1	0	100	
		Team Leader	11	8	3	64	
		City Growth	Museum Supervisors	2	0	2	50
			Opportunities for all Manager	1	1	0	0
			City Events Executive	1	0	1	100
			Senior Project Officers	2	2	0	100
			Curator (Art)	1	0	1	100
			Exhibition Officer (Art Gallery)	1	0	1	100
			Retail Assistants (Art Gallery)	1	0	1	100
		Driver	1	1	0	100	
		Employability Key Workers	3	3	0	0	
		Senior Archivist	1	1	0	100	
		Archivist	1	0	1	100	
Resources	Capital	Architectural Officers	2	1	1	50	
		Building Clerk of Works	1	1	0	100	

	North East Waste Project Co-ordinator	1	0	1	100
	North East Waste Project Manager	1	0	1	100
	Quantity Surveyor	2	0	2	0
	Quantity Surveyor Officer	2	0	2	50
Corporate Landlord	Sales & Consents Inspector	1	1	0	100
Finance	Trainee Pensions Officer	1	1	0	100
	Admin Assistant	1	1	0	100
Customer	Early Intervention & Community Empowerment				
	Assistant Housing Officer	1	1	0	100
	Money Adviser	1	1	0	100
	Allocation Officers	6	6	0	67
	Assistant Systems Officer	1	1	0	100
	Caretaker	1	1	0	0
	Case Officers	2	0	2	100
	Central Librarian	1	1	0	100
	Clinterty Care Taker	1	0	1	100
	Community Safety Analyst	1	1	0	100
	Community Development Workers	1	1	0	100
	Development Manager (Health Minds)	1	1	0	100
	Directorate PA	1	1	0	100
	Events & Programming Officer	1	1	0	0
	Home Service Driver/Library	2	2	0	50
	Housing Advice Officers	2	2	0	50
	Housing Officers	8	5	3	100
	Money Advice Assistants	5	2	3	80
	Private Sector Housing Officer	1	1	0	100
	Programme Delivery Manager	1	1	0	100
	Senior Compliance Officer	1	1	0	100
	Street Based Youth Workers	2	2	0	100
	Support Officers	2	2	0	50
Customer Experience	Tier 2 Customer Service Advisers (CSC)	3	3	0	67
	Team Leaders	2	2	0	50
	Total	954	226	728	

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	12 April 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Corporate Health and Safety Policy
REPORT NUMBER	COM/21/079
CHIEF OFFICER	Fraser Bell
REPORT AUTHOR	Colin Leaver
TERMS OF REFERENCE	3.1

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval of the Corporate Health and Safety Policy.

2. RECOMMENDATIONS

That Committee:-

- 2.1 approves the Corporate Health and Safety Policy as attached at Appendix A which from 1st May 2021 will replace the previous policy; and
- 2.2 notes that the policy will be used as a training and development tool during the remainder of 2021.

3. BACKGROUND

- 3.1 Section 2(3) of the Health and Safety at Work etc Act 1974 requires every employer “to prepare and as often as may be appropriate revise a written statement of his general policy with respect to the health and safety at work of his employees and the organisation and arrangements for the time being in force for carrying out that policy”.
- 3.2 The Corporate Health and Safety Policy is set out to meet those three requirements of the 1974 Act within the sections on policy statement, responsibilities and supporting procedures and documentation. The policy was last approved by the Committee in 2018 and has been reviewed to comply with the requirements for a new template. Some sections have been worded differently and other additional detail, outlined below, added but no significant changes are included.
- 3.3 At the start of the document, the Policy Statement sets out how the Council intends to manage health and safety issues and meet health and safety requirements.
- 3.4 The policy sets out the positions and duties of those within the organisation who have specific responsibility for health and safety. In this review, the health and

safety responsibilities are set out to follow the three lines of defence model as part of the Council's overall approach to improving the effectiveness of risk management. This helps to clarify the boundaries between each group of responsible individuals which is crucial to a safe system of health and safety management.

3.5 Each of these three 'lines' plays a distinct role within the organisation's wider governance framework and it looks like this:

- Functions that own and manage risks – i.e. operational managers.
- Functions that oversee risks – e.g. corporate health and safety team.
- Functions that provide independent assurance – e.g. internal/external audit.

3.6 Finally, the policy identifies the arrangements the Council has in place to manage and control the risks to the health and safety of people carrying out activities or who might be affected by them. This includes:

- A single corporate policy defining the overall approach, responsibilities and arrangements.
- Corporate procedures which apply to a number of services and are led by the Corporate Health and Safety Team
- Service specific procedures which apply to individual service areas and are led by the Chief Officers in those services, with support from the Corporate Health and Safety Team.
- Specific systems which support implementation of the overarching policy.

3.7 In this review it shows the relationship and responsibility for each layer of those documents from corporate to Cluster to Service. At each level there will be a process of periodic review to ensure that each document is suitable and sufficient and ensures legal compliance.

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

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic	N/A		N/A
Compliance	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	<p>All tasks are risk assessed and the controls implemented 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 expenses of any subsequent civil claim, which follows where an individual has suffered personal injury.</p>
Operational	The risk is that any health and safety incident can lead to an injury to an employee which	M	If the task has been risk assessed; employees are trained, competent and supervised then there

	<p>could have the potential to temporarily or permanently affect either or both their employment or their life.</p> <p>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.</p>	M	<p>should be less likelihood of incidents.</p> <p>Reducing the number of incidents will reduce the number of absences and the subsequent costs to the Council.</p>
Financial	The risk is that any incident has the potential to bring a reduction in the overall budget in place to provide service delivery.	M	As per Compliance above
Reputational	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 employees are up to carrying out investigation of near misses to ensure controls are reviewed to consider whether remedial actions are required.
Environmental / Climate	N/A		N/A

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
Aberdeen City Council Policy Statement	N/A
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	A healthy and safe workplace assists the overarching principles of the stretch outcomes within the LOIP by ensuring that resource is directed at the services required by the city. Removing the level of lost resource to the financial penalties incurred through the Courts and from the Regulators will allow the available resource to be best used to ensure funding of the growth sectors of the local economy.
Prosperous People Stretch Outcomes	The areas reported on within this report allow Clusters a further opportunity to recognise areas which when acted upon can assist with engagement of staff and service users to support the meaningful educational progress of children and young people.
Prosperous Place Stretch Outcomes	N/A
Regional and City Strategies	N/A
UK and Scottish Legislative and Policy Programmes	The Health and Safety at Work etc Act 1974

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

N/A

10. APPENDICES

Appendix 1 – Corporate Health and Safety Policy

11. REPORT AUTHOR CONTACT DETAILS

Colin Leaver Corporate Health and Safety Lead
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Corporate Health and Safety Policy

Approved by Committee on 12 April
2021 with an implementation date of 1 May 2021



Document Control

Approval Date	12 th April 2021
Implementation Date	1 st May 2021
Policy Number	HSE-POL-001
Policy Author(s) and Owner	Colin Leaver, Corporate Health and Safety Lead
Approval Authority	Staff Governance Committee
Scheduled Review	April 2022
Changes	Updated to revised policy template

Table of Contents

Section Number	Section Heading	Page
1.	Purpose	3
2.	Application and Scope	3
3.	Definitions	3
4.	Policy Statement	4
5.	Responsibilities	6
6.	Supporting Procedures and Documentation	13
7.	Risk	20
8.	Policy Performance	20
9.	Design Principles	20
10.	Housekeeping	20
11.	Communication and Distribution	21
12.	Information Management	21

1. Purpose Statement

- 1.1 This policy defines the control environment and key principles adopted by the Council to manage the health and safety of Aberdeen City Council (the Council). It details the general policy statement together with the arrangements required for its implementation. The statement supports the requirements of Section 2(3) of the Health and Safety at Work etc. Act 1974 (“the Act”). The purpose of this policy is to set out the responsibilities and arrangements which will allow the Council to mitigate the risks of non-compliance with their health and safety obligations.

2. Application and Scope Statement

- 2.1 This policy applies to every aspect of the Council’s business including all educational, commercial, residential, recreational and management activities. It describes:
- a) the Council’s **commitment** to discharge its duties of care under the Act to anyone potentially impacted by its undertakings.
 - b) the **roles and responsibilities** of specified employees, agency workers and contractors to support the Council’s efforts to provide a safe and healthy workplace; and
 - c) the **arrangements** in place to secure the health, safety and welfare of all people to whom it owes duties under the Act.

3. Definitions

There are a number of terms which are used across the document which are explained below:

Aberdeen City Council – the Council.

Access and egress - refers to the means of entry and exit to a workplace or work area.

Dangerous Occurrence - one of a number of specific, reportable adverse events, as defined in the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013(RIDDOR).

Display Screen User – an employee who habitually uses display screen equipment, e.g. computer, in the office or at home, for continuous or near-continuous spells of an hour or more at a time more or less daily.

Hazard - the potential to cause harm, including ill health and injury, damage to property, plant, products or the environment, production losses or increased liabilities.

Incident - an event that results in injury or ill health.

Management Function - It is the responsibility of management to see that essential activities are done efficiently (in the best possible way) and effectively (doing the right thing). The management process consists of four primary functions that managers must perform: planning, organising, leading, and controlling.

Method statement - documents that detail exactly how to carry out work safely.

Near Miss - an event that, while not causing harm, has the potential to cause injury or ill health.

Policy statement - a declaration of the intention of an employer to safeguard the health and safety of its employees.

Responsibilities – sets out who is responsible for specific actions to achieve the aims set out in the policy statement.

Responsible persons - someone in an organisation who is given the responsibility to carry out a health and safety process within the workplace.

Risk - The level of risk is determined from a combination of the likelihood of a specific undesirable event occurring and the severity of the consequences (i.e. how often is it likely to happen, how many people could be affected and how bad would the likely injuries or ill health effects be?)

Root cause - an initiating event or failing from which all other causes or failings spring. Root causes could be planning or organisational failings.

Safety Management System - a systematic approach to managing safety, including the necessary organisational structures, accountabilities, policies and procedures.

Safe working systems/safe systems of work –a systematic examination of work to identify the hazards. It defines safe methods of working which eliminate those hazards or minimise the risks associated with them. Put simply a defined method of doing a job in a safe way.

Section 2(3) of the Health and Safety at Work etc. Act 1974 - places a duty on all employers (except those employing fewer than five employees) to prepare and revise, as often as may be appropriate, a written statement of general policy with respect to the health and safety at work of their employees and the organisation and arrangements which are in force to carry out that policy.

So far as is reasonably practicable – judgment exercised in balancing the reduction of risk against what it costs to achieve it.

Supporting Corporate procedures – documents which contains the detail of what the Council are going to do in practice to achieve the aims set out in the policy statement (section 4).

4. Policy Statement

- 4.1 The Council attaches the greatest importance to the health, safety, and welfare of its employees and to those for whom it provides a service. The Council's [Risk Appetite Statement](#) states that it is averse to any risks which will have a negative impact on health and safety, or which may result in non-compliance or breaches in statutory obligations, regulations, and law. It also fully accepts its responsibilities not to endanger the employees of other employers or members of the public and is totally committed to the creation and maintenance of a positive health and safety culture throughout the organisation.

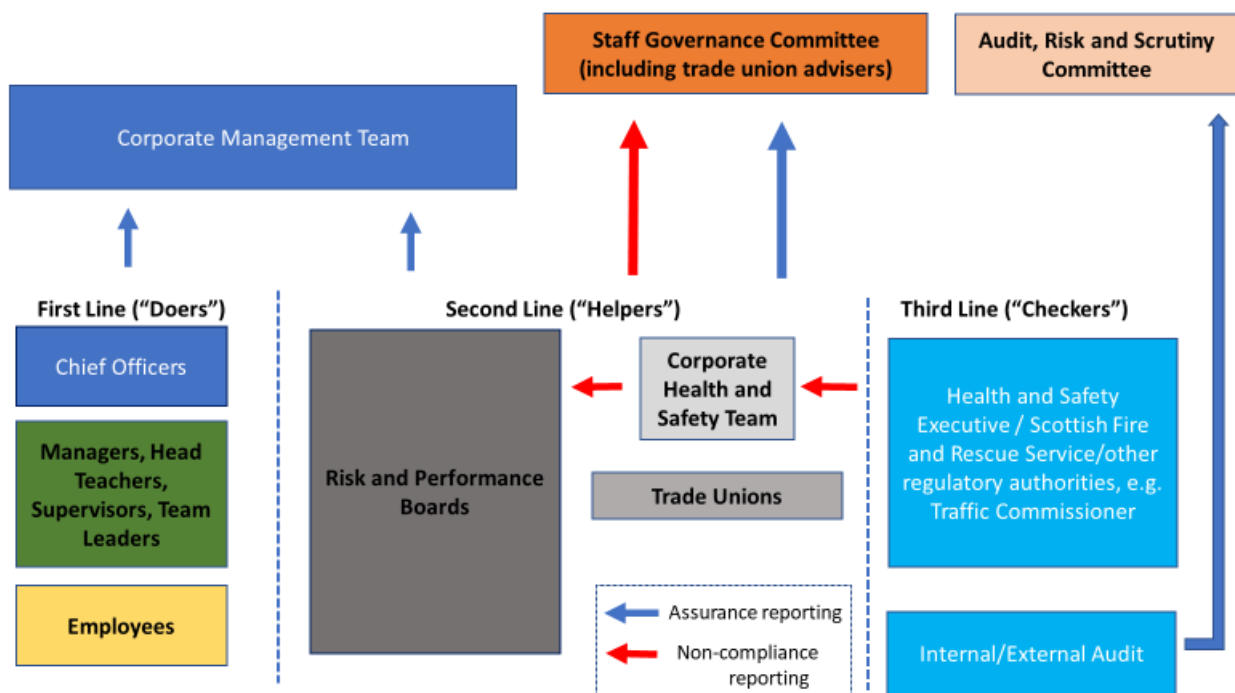
- 4.2 The Council will endeavour to ensure that so far as is reasonably practicable, its operations and services are conducted in such a manner as to prevent harm, injury or damage to people, plant, materials, property and the environment, and to promote continuous improvement in health safety and welfare standards.
- 4.3 The Council will take every reasonable measure to discharge its responsibilities by:
- The provision, where reasonably practicable, of the necessary resources to meet the requirements of this policy.
 - Aiming to provide a safe and healthy place of work and working environment, including access and egress, across the whole range of staff occupations.
 - Protecting the safety of members of the public when they are on Council premises or are affected by its activities.
 - Undertaking risk assessments and implementing their controls.
 - Providing and maintaining safe working systems, plant and equipment.
 - Providing information, instruction, training and supervision to enable employees and others to work safely, to recognise and minimise risks and to contribute positively to health and safety at work.
 - Co-operating with employees in the appointment of health and safety representatives.
 - Cooperating and engaging with Trade Unions to ensure that a collaborative approach is taken to risk management.
 - Establishing and maintaining an effective health and safety reporting structure.
 - Providing suitable and sufficient welfare facilities.
 - Providing a process where employees can report any health and safety issues.
- 4.4 Health and safety is the direct concern of employees at all levels, and they are charged under the Act to take reasonable care for their own safety, the safety of fellow workers, and of any other person affected by the Council's work activities. Employees also have a duty under the Act to co-operate with the Council to enable it to carry out its health and safety responsibilities. Therefore, the Council looks to every employee to maintain continuous safety awareness and to be alert to existing and potential hazards and the need to minimise and report them. This is reflected in the Council's Capability Framework for all staff.
- 4.5 The Council recognises that the management of health and safety is an integral part of modern management practice at all levels. Without detracting from the primary responsibility of managers and supervisors for ensuring safe working practices and conditions, the Council provides a Corporate Health and Safety Team. The Team advises line managers and supervisors in their roles and ensures that training needs are identified and that training is made available to support employees in discharging their responsibilities under health and safety law and guidance.
- 4.6 The Council will provide information and guidance to all employees on its health and safety duties and responsibilities and the organisational arrangements necessary to discharge them. This information and guidance will be brought to the attention of all employees and others to whom it may apply through the corporate and Cluster induction and health and safety training programme.

5. Responsibilities

5.1 Health and Safety Management

The Council's system of risk management recognises that there are three lines of defence in operation to ensure that risk, including health and safety risk, is managed effectively. This allocates responsibility across the first, second and third lines (doers, checkers and helpers) for controls which protect the Council from threats to health and safety compliance.

1. The **first line of defence** is formed by managers and employees within each Function, Cluster and service area who are responsible for identifying and managing risk as part of their roles. Each Function or Cluster ensures that their own health and safety management system is working effectively. This is done by management levels checking that their direct subordinates are completing their roles effectively. In practice it involves checking that local procedures are developed, risk assessments are completed, incidents and near misses are investigated and any remedial actions implemented.
2. The **second line of defence** provides the policies, frameworks, tools, techniques and advice to enable health and safety to be managed in the first line. This includes the Corporate Health and Safety Team which sets corporate policy and corporate procedure that apply to all staff. The Corporate Health and Safety Team also monitors how effectively the first line is operating. This is achieved through a series of agreed compliance and audit checks which provide an evaluation on the effectiveness of governance, risk management, and internal control to the organisation.
3. The **third line of defence** is provided by internal audit, external audit and other relevant agencies. This line is to ensure that health and safety in the first two lines of defence are operating effectively and advise how they could be improved.



5.2 Role of Elected Members

The Staff Governance Committee is the Council's safety committee as required within section 2 (7) of the Health and Safety at Work etc. Act 1974. This committee acts as a consultative forum for discussion between management, elected members and trade unions to keep under review the measures taken to ensure the health and safety of the Council's employees and is a strategic decision making body within the Council's Scheme of Governance. Trade unions are represented by local appointees from each organisation in an advisory capacity.

Through collective responsibility for providing leadership and direction, elected members have a significant part to play in health and safety matters. Though not responsible for managing health and safety on a day-to-day basis, elected members must understand the impact of strategic decisions they make on operational health and safety. Through the Staff Governance Committee they will monitor performance and compliance with health and safety policy and legislation, as well as ensuring implementation of recommendations made by external inspection bodies. The Audit, Risk and Scrutiny Committee receives assurance from internal and external audit that the health and safety control environment is operating effectively.

5.3 Chief Executive and Directors

The Chief Executive retains overall responsibility for the Council's Health and Safety Policy and will provide effective leadership and direction for its implementation.

The Directors are accountable to the Chief Executive for ensuring the health, safety and welfare of everyone affected by the work activities in their Functions and will demonstrate clear commitment to achieving high standards of health and safety management.

5.4 Chief Officers

The Chief Officers are accountable to the Directors for ensuring the health, safety and welfare of everyone affected by the work activities in their Clusters and will demonstrate clear commitment to achieving high standards of health and safety management.

In this respect, Chief Officers are operating in the first line of defence. Assistance can be sought at any time from the Corporate Health and Safety Team or where relevant service health and safety advisers.

Chief Officers will be responsible for the following within their own Cluster:

- a) Developing a positive attitude towards health and safety by encouraging the participation and involvement of employees in health and safety matters and visibly demonstrating a commitment to the achievement of high standards of health and safety within the Cluster.
- b) Ensuring adequate resources are allocated to achieve a safe working environment, safe equipment and trained competent staff.
- c) Ensuring all foreseeable hazards are identified and risk assessments completed and recorded by line managers. Work is not to take place where a hazard has been noted and

where no remedial action has been taken to reduce that risk to an acceptable level. Risk assessments are to be reviewed at regular intervals or if there is a reason to suspect that they are no longer valid and/or if there is a change to the circumstances to which they relate. Method statements recording a safe system of work must also be completed for tasks that pose a significant risk to health and safety.

- d) Ensure that a health and safety management system is implemented and maintained that will ensure the effective planning, organisation, control, monitoring and review of the preventative and protective measures necessary to eliminate or control risks and prevent accidents and ill health.
- e) Designate a named officer (Premises Responsible Person) to be responsible for the management of buildings which only their Cluster occupies and to do so in conjunction with other Chief Officers and/or organisations where it is occupied by more than one Cluster or organisation.
- f) Chief Officers shall submit to the Chief Officer, Governance and the Corporate Health and Safety Lead, copies of any prosecutions, prohibition notices, improvement notices, notification of intention to serve improvement notices and/or notification of any contravention within 24 hours of their receipt.
- g) Ensure that line managers have arranged for the provision to all employees of the necessary information, instruction, training and supervision necessary to enable them to discharge their individual safety responsibilities and to carry out their tasks in a safe manner. During the recruitment process, any health and safety responsibilities outlined for the post are to be documented and communicated to the candidates.
- h) Ensure that arrangements for consultation between management, trade union safety representatives and/or representatives of employee's safety are in place for their Cluster. Where it is considered appropriate to have Cluster safety committees, they should meet at intervals appropriate to the needs of the Cluster.
- i) Ensure that their line managers record accidents, incidents and near misses at work in accordance with the corporate system. In such instances, ensure that those reporting managers take steps to ensure an investigation is completed and that any actions resulting within their Cluster are monitored to completion using data provided for this purpose.
- j) Ensure a thorough investigation is carried out, including the development of action plans, where there is a reported breach of health and safety legislation from enforcing authorities, trade unions or employees.
- k) Ensure that contractors carrying out work for the Council comply with their statutory duties and any Council specific requirements.
- l) Ensure that any work carried out within buildings which their Cluster occupy has had the approval of the Corporate Landlord.

- m) Ensuring that there are sufficient arrangements including first aid cover, within each of the Cluster locations covering all shifts and activities.
- n) Ensure that line managers have appropriate procedures in place to detect the early signs of work-related ill health of employees exposed to particular health risks in the workplace and that those employees have been included in the health surveillance programme and will receive surveillance to monitor the specific risks they are exposed to, and the control measures that are in place.

5.4 Chief Officer (Capital); Chief Officer (Corporate Landlord)

The Chief Officers for Capital and Corporate Landlord will, within their areas of responsibility, be accountable for approving and overseeing all works by or on behalf of the Council on its building fabric and services.

They will ensure that:

- a) All applications to carry out work on Council owned or managed building fabric or services or infrastructure are considered in a timely manner by a suitably competent person.
- b) All duty holder appointments required by the Construction (Design and Management) Regulations 2015 (CDM Regulations) are made for relevant approved projects (including any approved projects that will be locally managed (i.e. outside of the Capital or Corporate Landlord function) and that the appointed duty holders are competent to fulfil their appointed role.
- c) All projects subject to Capital and/or Corporate Landlord approval are managed by a suitably competent person.
- d) Adequate resources are available to enable the Council to manage construction works in accordance with legislative and policy requirements.
- e) Premises Responsible Persons are provided with adequate information about routine works that Corporate Landlord and Capital contractors will be carrying out in their areas.
- f) Where there is sufficient reason to believe that a project cannot be undertaken safely then the project work should be halted.

5.5 Premises Responsible Persons

A Premises Responsible Person (PRP), who will have sufficient authority and competence to manage health and safety, will be identified for every non-domestic Council premises by the relevant Chief Officer(s). The PRP will:

- a) be the main point of contact for health and safety on the premises and related workplace inspection, the subsequent actions and checking effectiveness of controls.

- b) ensure effective communication of health and safety risks and associated controls, including between occupants.
- c) ensure suitable arrangements for fire evacuation and first aid for the premises are in place.
- d) ensure security of the premises and prevent unauthorised access.

The PRP will also ensure that regular Health and Safety inspections are carried out to ensure that the building occupants are safe from the above risks.

5.6 Managers, Head Teachers, Supervisors and Team Leaders

All managers are responsible for managing health and safety in their area of responsibility and in this respect operate as part of the first line of defence. Support is available from the Corporate Health and Safety Team and service specific health and safety advisers (where appointed) although managers will be ultimately responsible. In particular:

- a) Managers must undertake risk assessments of all identified hazards related to work undertaken. Where reasonably practicable this will result in the elimination of these risks but where this cannot be achieved then suitable and sufficient control measures, based on these assessments, should be implemented to reduce and manage, so far as is reasonably practicable, the risks to our employees and others.
- b) Make sure that all employees under their management are familiar with relevant local health and safety arrangements.
- c) Set up and maintain within their service area safe and healthy working conditions.
- d) Develop and implement safe systems of working, identify and implement significant findings arising from risk assessments, and ensure the necessary control measures are brought to the attention of employees.
- e) Audit and monitor their own health and safety arrangements, verifying control measures are working effectively and taking whatever remedial actions necessary where concerns are identified.
- f) Consider safety procedures when designing, buying and using all new plant and equipment.
- g) Carry out investigations for incidents and near misses in their area of responsibility and ensure that any remedial actions identified are implemented.
- h) Carry out safety inspections (including housekeeping) to identify hazards.
- i) Make sure that all employees, including health and safety representatives, are able to carry out their responsibilities and encourage them to work with managers to promote an attitude of safe working across the Council.

- j) Review and maintain safe systems of work where corrective actions have been identified in investigations or through safety inspections.
- k) Provide or arrange sufficient training and instruction for employees under their management.
- l) Ensure that all employees are aware of the local arrangements which are in place to implement any corporate policy or procedure and any local procedure.
- m) Ensure the relevant checks are in place for all contractors with regard to health and safety competence so as to minimise the risks to all who may be affected by their activities or omissions. Undertake continuous monitoring and assessment of contractors' health and safety performance.

5.7 Employees

All employees and those operating on behalf of the Council, e.g. agency workers, consultants will be expected to cooperate in the implementation of this health and safety policy within the first line of defence by:

- a) Acting with reasonable care for their own safety and that of others who may be affected by something they do or their omissions.
- b) Complying with the relevant policies and procedures, including any risk assessments and safe systems of work which are in place as a result.
- c) Cooperating with and participating in, so far as is necessary, any activity that will assist the Council in complying with any requirements as a result of health and safety legislation. This includes the need to participate in health and safety training.
- d) Correctly using all work items, equipment and machinery in accordance with the training and instruction received.
- e) Not to intentionally interfere with or misuse anything provided in the interests of health, safety or welfare.
- f) Reporting any safety concerns to their line manager.
- g) Reporting all accidents, incident and near misses.

5.8 Corporate Health and Safety Team

The Corporate Health and Safety Team (CHST) will provide specialist advice and guidance on matters relating to health and safety law by:

- a) Providing guidance and procedures for corporate-wide areas of risk. The Team acts within the second line of defence by setting the health and safety framework for the rest of the organisation to adhere to. This framework includes this policy, as the overarching corporate health and safety policy, as well as corporate procedures and guidance. The

Team also advises Clusters on the requirement for, and content of, local health and safety procedures and audits compliance with this policy and corporate procedures.

- b) Preparing regular reports for Staff Governance Committee and Function Health and Safety Groups that inform and evaluate the Council's health and safety performance. Insofar as possible, this is done using near-live data which takes advantage of digital methods of data capture and manages demand for continual performance monitoring.
- c) Coordinating all serious incident investigations and liaising with external agencies as and where required.
- d) Reporting to the Risk Board on any areas of non-compliance and to the Performance Board on corporate health and safety performance.

Corporate health and safety advisers will provide advice, support and guidance to managers and in particular will:

- a) Advise on the interpretation and application of health and safety legislation and guidance.
- b) Assist managers in investigations to identify the cause and circumstances of serious accidents and incidents.
- c) Develop health and safety standards and where required write these into procedures and guidance.
- d) Audit compliance with corporate procedures and higher risk local procedures
- e) Support and advise Premises Responsible Persons to comply with their duties.
- f) Advise on training requirements and advise and support managers in the risk assessment process.
- g) Liaise with external agencies in respect of health and safety matters.
- h) As required inspect and audit Council premises and activities where the level of risk requires. Where necessary, direct Clusters to take action to protect the health, safety and wellbeing of employees and those who may be affected by the actions of the Council.
- i) Contribute to the development of corporate occupational health and safety arrangements.

5.9 Cluster Compliance Officers

Where compliance officers sit within a service, they will work in conjunction with the CHST to ensure council objectives are being achieved.

5.10 Health and Safety Representatives

This policy uses the term 'Health and Safety Representative' to apply to both appointed (Trade Union representatives) and elected representatives (Council staff representatives). They are responsible for:

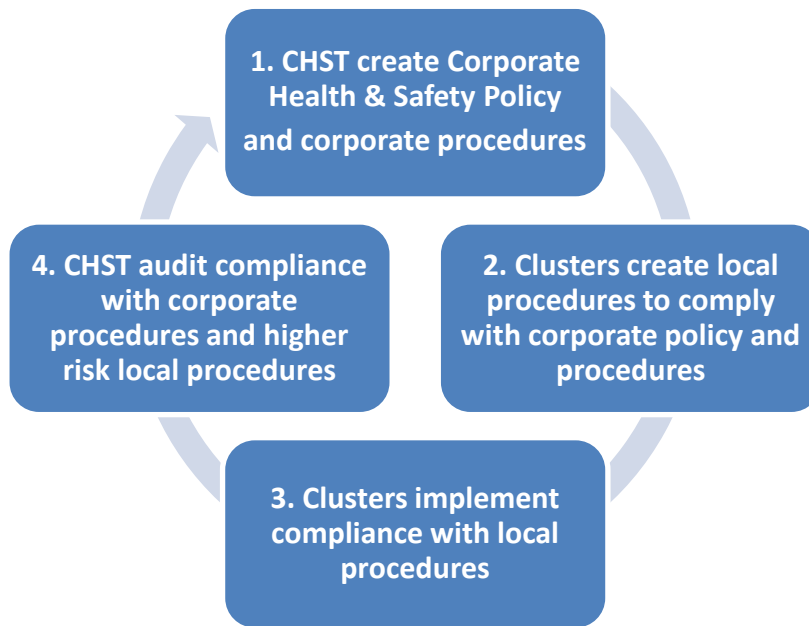
- a) Promoting a sensible, responsible and proportionate approach to health and safety.
- b) Joint working with line managers and employees in "championing" health and safety in the workplace.
- c) Undertaking functions as per the [Safety Representatives and Safety Committees Regulations 1977 \(as amended\)](#) or the [Health and Safety \(Consultation with Employees\) Regulations 1996 \(as amended\)](#).
- d) Independently of line managers, representing the workforce on health and safety generally, or making representations on potential hazards and dangers.
- e) Attending and actively participating at relevant health and safety consultation groups and committees.

5.11 Commissioned Services

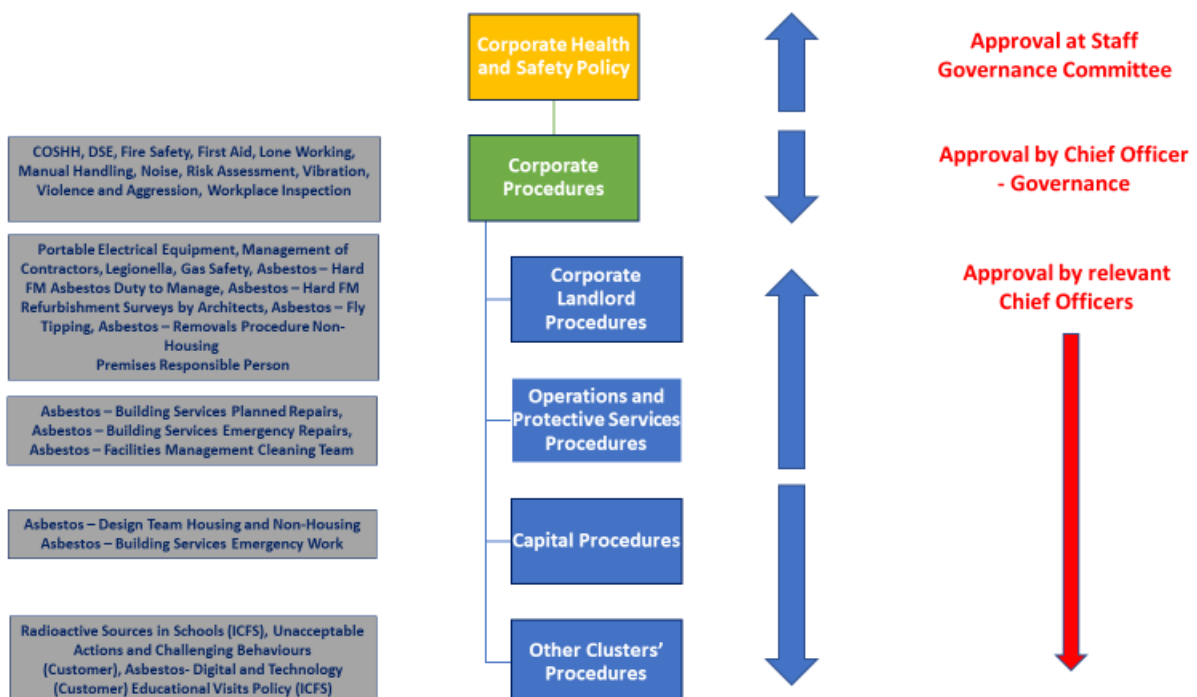
Contractors and suppliers of commissioned services are required to provide evidence of health and safety competence prior to undertaking any work on behalf of the Council. This process identifies that contractors and suppliers will have the correct qualifications, skill set, safe systems of work, risk assessments and insurances in place. Periodic inspections should be carried out on contracted works by the service area overseeing the work. The commissioning service is responsible for ensuring a competent person is in place to conduct the checks on the documentation and competence and for the periodic inspection of the works to ensure that the health and safety management system is being followed.

6. Supporting Procedures and Documentation

- 6.1 The safety management system for the Council starts with the corporate health and safety policy and below that sit a suite of corporate procedures to implement the commitments made in the policy statement in section 4 of this document. These corporate procedures **(1)**, developed by the CHST, provide greater detail to assist managers in their understanding of key corporate risks and how to control them. It may be necessary or desirable for Clusters to create their own local procedures **(2.)** to document how they manage these risks at a local level. There may be other risks that are relevant to one Cluster only. Again, in such circumstances, such Clusters may draft their own local procedures to control such risks.
- 6.2 The Clusters and service areas are responsible for implementing the requirements of any policies and procedures **(3.)**. A risk-based periodic audit process is undertaken to ensure that the corporate policy and procedures and local procedures have been implemented effectively **(4.)**. The figure below shows the process which is followed to ensure that the risk is being managed appropriately.



6.3 The figure below highlights how the key documents in the Council’s health and safety management system fit together and the approval mechanisms in place through the Powers Delegated to Officers. The corporate procedures are those which apply to all areas across the Council. In addition to these, each Cluster will publish supplementary procedures to help control any local risk not covered by corporate procedure and the Cluster must ensure appropriate compliance with these including risk assessments where appropriate. In some instances, corporate arrangements may need to be adapted to suit local needs or to comply with specific external requirements (e.g. Asbestos); however, this should only be with the agreement of the Chief Officer and should not lead to a reduction in the overall standard of health and safety protection.



6.4 General Health and Safety Arrangements

Supporting Corporate Procedures

6.4.1 Risk Assessment

The Council has a corporate procedure which requires managers to undertake risk assessments of all identified hazards related to work undertaken. We will eliminate these risks wherever possible but where we cannot achieve this we will implement suitable and sufficient control measures, based on these assessments, to reduce and manage, so far as is reasonably practicable, the risks to our employees and others.

The results of all completed risk assessments have been made known to our employees and are available for their reference. Risk assessments are reviewed annually and updated as required. They are also reviewed whenever circumstances have changed and following the investigation of any accidents or incidents that may occur.

6.4.2 Display Screen Equipment

The Council provides standard Display Screen Equipment (DSE) and all users are given information about the correct adjustment of their workstation, whether at work or at home, and the correct posture for using it. All staff who are considered as display screen users complete a DSE self-assessment and where these identify issues, we work to resolve them or seek further advice. We recognise our obligation to provide employees with eyesight tests and corrective spectacles for DSE work if necessary.

6.4.3 Working from Home

A risk assessment is carried out in conjunction with the Line Managers for each homeworker to identify any potential risks. A Display Screen Equipment (DSE) assessment must be completed for all staff regularly home working in accordance with current Council Procedures. . Where working from home is temporary it is not necessary to carry out a full risk assessment and employees will be provided with information on working safely at home.

6.4.4 Lone Working

The Council employ people who may, as part of their duties, have to work alone for all or part of the working period. We identify the risks to which these employees are exposed with the aim of eliminating these risks wherever reasonably practicable and reducing lone working activities to a minimum. Where lone working does take place we identify and implement systems and controls to ensure that safe working and communication exists between the lone worker and their management. Affected workers have been notified of our arrangements for the management of lone working activities and that we require them to notify management of their concerns in this area so that we can improve our ability to make work operations and travel safer for them.

6.4.5 Manual Handling

Where employees have to manually handle loads the risks to their health will be assessed. Where possible we will eliminate the need for manual handling, by providing mechanical handling equipment or by introducing alternative measures. Where we are unable to do this, we will provide work-related training and instruction in manual handling techniques and will instruct employees not to attempt to lift items beyond their capabilities.

6.4.6 First Aid

The Council takes action to provide suitable first aid arrangements for our employees whilst at work and visitors who may be affected by our activities. Managers assess the reasonable level of first aid provision required for their business areas and make the appropriate arrangements.

The Council has provision for mental health first aid, as part of the Council's mental health action plan, with trained employees located across every service area within the organisation. These trained employees champion mental health awareness, provide peer support and signpost employees to various existing corporate and external support services.

6.4.7 Control of Substances Hazardous to Health

The Council uses a number of potentially hazardous substances during its undertakings. Some are used in such small quantities that they present no risk to health. We assess all the chemicals and substances that we use and where there are potential risks, we implement suitable control measures and provide clear instruction and information to employees.

Where we use horticultural chemicals and pesticides that are approved only for professional use they are handled and used only by people trained in accordance with the requirements of relevant legislation.

6.4.8 Fire Safety

The Council undertakes a rolling 5-year process of fire risk assessment on all of the Council's property portfolio with the frequency of assessment determined by the overall fire risk.

Based on the results of the Fire Risk Assessment, adequate means of raising the alarm, fighting the fire and means of escape will be identified to ensure the safe evacuation of employees in the event that a fire occurs on all domestic and non-domestic property.

Designated Fire Marshalls are appointed for the office premises to assist with the safe and timely evacuation of all Council facilities.

Where the Council office is part of a multi-tenanted building, the relevant Cluster will coordinate and co-operate with the Corporate Landlord and other Premises Responsible Persons within the building to ensure that fire safety regulations are met.

Maintenance of the fire detection and alarm system will be conducted by a competent, specialist contractor under contract through the Council's Corporate Landlord. All fire safety

arrangements are tested to the level required by the relevant statutory provisions and/or British Standard.

Where an employee may have difficulty in using the ordinary means of escape, either permanently or temporarily, a personal emergency evacuation plan is developed with their input and communicated to fire wardens and those that need to know. Any persons required to assist in their evacuation receive suitable training.

6.4.9 Hand Arm Vibration

We recognise that regular exposure to continuous vibration from the work activities have the potential to cause long term ill health to a range of occupational diseases collectively known as hand–arm vibration syndrome (HAVS). The risks to health from exposure to continuous levels of vibration are assessed and effective control measures are introduced to ensure levels of exposure to HAVS are eliminated or reduced to its lowest levels.

6.4.10 Violence and Aggression

The Council recognises it has a duty to reduce, so far as is reasonably practicable, the risks of violence and aggression that employees may be exposed to in the workplace. The implementation of an effective risk assessment process and appropriate physical security controls, safe working practices and staff training are in place to significantly contribute to its management and reduce the likelihood and impact of such events.

6.4.11 Asbestos

The Council recognises the health hazards arising from exposure to asbestos and is committed to ensuring that an effective policy and associated procedure is in place in order to manage the risks to employees, pupils, visitors and other people working in Council properties. In order to meet our legal obligations, the Council conducts or organises a survey to establish whether there is any asbestos in their properties and to determine any action necessary in relation to its removal or regular inspection. Any asbestos requiring removal is removed by qualified personnel and the Council follows the inspection routines, as identified within its management strategy. Information about any asbestos on the Council premises is provided to maintenance staff and any external contractors, as appropriate. The corporate asbestos management plan identifies and lists asbestos procedures, which are in place within the relevant Clusters to ensure that controls are in place to manage the risks from exposure to asbestos.

6.4.12 Noise at Work

The Council acknowledges and accepts its duty under the Noise at Work Regulations to reduce risks to the hearing of our employees and others from noise encountered in the workplace. Risk assessments are carried out to identify areas where noise is a hazard and if unable to remove the risk, measures are implemented to mitigate the risk of damage to hearing from excessive noise.

Other supporting arrangements

Several other general arrangements also give practical effect to the Policy and sit with equal importance to the procedures above. In some cases this will be supported with guidance and written processes.

6.4.13 Consultation

The Council recognises its duty to consult with our workforce on matters affecting their health, safety and welfare whilst at work. To meet this obligation managers are required to consult with employees and Trade Unions about work-related health, safety and welfare issues. We also have Function health and safety groups where managers, trade unions and employees meet in a forum created to allow discussion of these health and safety matters.

6.4.14 Incident and Near Miss Reporting and Investigation

The corporate procedure requires all employees to report all personal injury incidents and near misses that happen in the course of their work. All incidents are recorded in the corporate electronic system and investigated, and where identified by this investigation additional control measures or a safer system of work are implemented.

The Council understands its duties to report incidents under statutory regulations within the appropriate timescales.

6.4.15 Training

For the Council to operate efficiently and effectively we need to have a trained and competent workforce. Where possible we recruit employees with the specific skills and qualifications appropriate for their job. On starting work they are given induction training and we also provide any additional training that is or may become necessary. All training is recorded.

6.4.16 Equipment

The Council endeavours to ensure that all equipment used in the course of our business is maintained in good condition, serviced and is safe to use. The workforce is provided with suitable and sufficient information and training to enable them to use work equipment safely. Employees must not use equipment unless they have been properly trained in its use, including any safety related devices and guarding.

Employees have been given responsibility for ensuring that equipment issued to or used by them is checked prior to its use to ensure that it is in good order. They have been told to report any defects or problems to their manager. It is our policy that defective equipment will be withdrawn from use until repaired or replaced.

Where we use equipment, such as pressure vessels and lifting equipment, which requires statutory examination at specified frequencies we make the required arrangements.

6.4.17 Purchasing

When the Council purchases or hires new work equipment and materials, we consider the health and safety implications of its use.

We will obtain Safety Data Sheets for substances and similarly, technical data and instructions for work equipment. We consider the hazard and risk data that is provided and inform and train our employees as necessary.

6.4.18 Personal Protective Equipment

Some of the work the Council undertakes requires use of personal protective equipment (PPE) where identified by the risk assessment. This includes assessing the risk to those employees who work outdoors and are exposed to the sun or inclement weather, as well as staff who are exposed to the risk of coronaviruses. We provide appropriate PPE and replacements free of charge. We instruct and expect our employees to use any PPE identified as necessary. Employees are responsible for the day to day care of the PPE issued to them, to report damage and to request replacements.

6.4.19 General Ventilation

All Council workplaces will be provided with an adequate supply of fresh air. This will be provided by natural ventilation, from doors, windows etc. or controlled, where air is supplied and/or removed mechanically.

7. Risk

- 7.1 The policy and supporting documentation specified within Section 4 details how the Council implements its health and safety risk management activities at all levels in order to accept, reduce and/or eliminate risks across the Council.
- 7.2 There are no unintended effects, consequences or risks directly resulting from the introduction or update of the policy.
- 7.3 The risks identified by the Council through its health and safety risk management activities will be managed in accordance with the supporting document specified within Section 6.4.
- 7.4 The health and safety policy and supporting documentation will support the Council's legal obligations for health and safety risk management allowing Council staff and Elected Members to identify and manage risks through effective mitigation controls.

8. Policy Performance

- 8.1 The effectiveness of the policy and supporting documentation will be determined by the reduction or elimination of the negative impacts of unplanned health and safety events which could damage employees, citizens, assets, finances, reputation or service delivery.

8.2 We will monitor our performance against this policy and associated processes in a number of ways, including -

- a) Quarterly reporting of corporate health and safety performance to the Staff Governance Committee.
- b) Quarterly reporting of health and safety risks, patterns and trends to Function health and safety groups.
- c) Periodic reporting to the Performance and Risk Boards to ensure compliance where required.

9. Design Principles

9.1 This policy and supporting documentation fully support the delivery of the strategic outcomes contained in the LOIP. The Council's risk management activities, including health and safety, focus on the risks that may prohibit or hinder achievement of the outcomes.

10. Housekeeping

10.1 The supporting documentation specified within this policy will be reviewed and updated as and when required. All corporate procedures are consulted on with Clusters and signed off by Chief Officer, Governance. Any local procedures developed are reviewed by CHST and signed off by the relevant Chief Officer.

10.2 Unless otherwise required, this policy will be subject to a planned annual review. Any proposed updates will be presented to the Staff Governance Committee where required.

10.3 This policy replaces the Council's previous Health and Safety policy document approved by the Staff Governance Committee on 3 September 2018.

11. Communication and Distribution

- a) This policy and supporting documentation will be shared directly with the Extended Corporate Management Team to enable communication and distribution in accordance with the responsibilities set out in Section (5).
- b) The policy and documentation will be available for review on the organisation's shared areas on the intranet.
- c) A communication plan is developed to assist with embedding the policy into the organisation, which will include training on managers responsibilities.

12. Information Management

12.1 Data generated by this policy will be stored and managed in accordance with the Council's Corporate Information Policy and supporting Handbook of procedures. Corporate Health and Safety Procedures which support this policy will set out roles and responsibilities in relation to the management of the data generated by them.

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ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	12 April 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Corporate Health and Safety October-December 2020
REPORT NUMBER	COM/21/060
CHIEF OFFICER	Fraser Bell
REPORT AUTHOR	Colin Leaver
TERMS OF REFERENCE	3.3

1. PURPOSE OF REPORT

- 1.1 The report summarises statistical health and safety performance information for the three-month reporting period October - December 2020 to provide the Committee with the opportunity to monitor compliance with health and safety legislation.

2. RECOMMENDATIONS

- 2.1 That the Committee note the report and provide comment on the health, safety and wellbeing policy, performance, trends, and improvements.

3. BACKGROUND

- 3.1 This report contains statistical information of the three-month reporting period 1 October – 31 December 2020 and a review of health and safety activities for the same period. The Reporting of Injuries, Diseases and Dangerous Occurrences 2013 (RIDDOR) puts duties on employers, the self-employed and people in control of work premises (the Responsible Person) to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses) to the Health and Safety Executive (HSE). This reporting duty includes incidents which result in an employee being absent from work for 7 days or longer.

This report addresses the following matters:

1. Update on Process for making Aberdeen City Council Covid-secure
2. All incidents involving employees and members of the public (serious and minor)
3. HSE Reportable Incidents
4. Reportable Diseases
5. Near Miss Information
6. Enforcement Interventions
7. Fire Risk Assessment
8. Health and Safety Audits
9. Compliance Monitoring

10. Health and Safety Policies and Guidance

3.2 Covid-Secure

Aberdeen City Council has continued to review the risk assessments in place to ensure they follow the most recent guidance from the Scottish Government. The process required managers to confirm that these reviews had been completed, with staff informed of any changes and for the latest version of the assessment to be saved in the corporate folder.

3.3 Incidents (Oct-Dec 2020)

All incident and near miss information in this report has been provided to Service Area level.

Incident information:

The following table gives a breakdown of all incidents across all Functions and Clusters in Aberdeen City Council. In this reporting period there was a total of 139 incidents reported, which shows a decrease of 39% from the 229 incidents reported in the corresponding period in 2019. The figures in brackets show the figures reported for the period 1 Oct–31 Dec 2019 as a comparison.

Function Cluster Service	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
AHSCP	0(0)	1(0)	2(5)	0(0)	4(1)	7(6)
Older Adult Services	0(0)	1(0)	2(5)	0(0)	4(1)	7(6)
Commissioning	0(0)	0(1)	0(0)	0(0)	0(0)	0(1)
Strategic Place Planning	0(0)	0(1)	0(0)	0(0)	0(0)	0(1)
Customer	1(0)	0(0)	1(0)	0(0)	0(0)	2(0)
Early Intervention and Community Empowerment	1(0)	0(0)	1(0)	0(0)	0(0)	2(0)
Operations	1(8)	2(5)	74(125)	3(0)	50(84)	130(222)
Operations and Protective Services	1(5)	0(3)	8(11)	0(0)	1(0)	10(19)
<i>Operations (Building Services)</i>	0(2)	0(0)	1(5)	0(0)	0(0)	1(7)
<i>Environmental</i>	0(1)	0(1)	2(0)	0(0)	1(0)	3(2)
<i>Facilities</i>	1(1)	0(1)	3(1)	0(0)	0(0)	4(3)
<i>Fleet</i>	0(1)	0(0)	0(0)	0(0)	0(0)	0(1)

Function Cluster Service	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
<i>Protective Services</i>	0(0)	0(0)	0(1)	0(0)	0(0)	0(1)
<i>Waste</i>	0(0)	0(1)	2(4)	0(0)	0(0)	2(5)
Integrated Children and Family Services	0(3)	2(2)	66(114)	3(0)	49(84)	120(203)
<i>Schools</i>	0(3)	2(2)	66(114)	3(0)	48(80)	119(199)
<i>Quality Improvement</i>	0(0)	0(0)	0(0)	0(0)	1(3)	1(3)
<i>Children's Social Work</i>	0(0)	0(0)	0(0)	0(0)	0(1)	0(1)
Total Oct-Dec	2(8)	3(6)	77(130)	3(0)	54(85)	139(229)

3.4 The figures in columns are compared to the () figures in corresponding period in 2019.

3.5 The figures have decreased across most Functions, during a period where critical Services have continued to work and other key Services have been reinstated.

3.6 Since the corresponding period last year there was a restructure which saw Governance, City Growth and Strategic Place Planning move to the Commissioning Function.

3.7 Incident causation is detailed in the table below.

Function/Cluster	Slip, trip, fall	Exposure to substances	Contact with Machinery	Manual handling	Struck against	Falls from Height	Struck by Object	Another type of accident	Injured by Animal	Unacceptable behaviour	Contact with Electricity	Struck by Moving Vehicle	Total
AHSCP	2(1)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	3(1)	0(0)	2(4)	0(0)	0(0)	7(6)
Adult Services	2(1)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	3(1)	0(0)	2(4)	0(0)	0(0)	7(6)
Commissioning	0(1)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(1)
Place	0(1)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(1)

Customer	1(0)	0(0)	0(0)	0(0)	0(0)	1(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	2(0)
Early Intervention and Community Empowerment	1(0)	0(0)	0(0)	0(0)	0(0)	1(0)	0(0)	0(0)	0(0)	0(0)	0(0)	0(0)	2(0)
Operations	32(54)	2(0)	1(1)	2(6)	9(8)	3(4)	9(18)	12(27)	0(0)	58(102)	0(0)	2(2)	130(222)
Integrated Children's and Family Services	30(48)	2(0)	0(0)	0(2)	7(7)	2(1)	9(17)	10(24)	0(0)	58(102)	0(0)	2(2)	120(203)
Operations and Protective Services	2(6)	0(0)	1(1)	2(4)	2(1)	1(3)	0(1)	2(3)	0(0)	0(0)	0(0)	0(0)	10(19)
Total Numbers	35(56)	2(0)	1(1)	0(6)	9(8)	4(4)	9(18)	15(28)	0(0)	60(106)	0(0)	2(2)	139(229)

3.8 The largest percentage of incidents reported is related to unacceptable behaviour followed by slips, trips and falls.

3.9 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 to be considered including root cause, actions identified and implemented. For incidents where there is a requirement to RIDDOR report to HSE then the reporting manager is contacted and assisted in completing their investigation. The corporate health and safety team also check that correct root cause has been identified and that the actions identified to prevent a reoccurrence are correct and implemented.

HSE Reportable incidents (Oct-Dec 2020)

3.10 During this reporting period 2 employees were injured in incidents, which required to be reported to the Health and Safety Executive, both being slips and trips resulting in a fall which resulted in their being absent for a period of more than 7 days.

3.11 Incident (reportable employee) frequency rates

Period – Quarterly	Reportable Incidence rate	Reporting period
Oct-Dec 2020	0.2	2020/21

3.12 The above figures are calculated using the formula:

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

3.13 The figure for the corresponding period last year (Oct-Dec 2019) was 8 RIDDOR reportable incidents.

Reportable Diseases

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

Near Miss Information

3.15 Many safety activities are reactive, that is, they occur after an injury incident. By reporting near-miss incidents this promotes proactive safety, identifying 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.

3.16 The table below shows relevant near miss information for October - December 2020.

Function	Cluster	Service Area	Near Misses Oct-Dec 2020	Near Misses Oct-Dec 2019
AHSCP			6	11
	Adult Services		6	11
		Senior Management Learning Disabilities	6	10
		Criminal Justice	0	1
Commissioning			0	1
	City Growth		0	1
		Galleries & Museums	0	1
Customer			15	20
	Customer Experience		8	0
		Customer Delivery	5	0
		Customer Services Operations	3	0
	Early Intervention and Community Empowerment		7	20
		Community Safety and ASBIT	1	6
		Housing Access and Support	1	7
		Housing Management	3	1
		Libraries	2	6
Operations			137	211
	Integrated Children's and		133	184

	Family Services			
		ASN- Target Provision	0	2
		Education-Schools	133	180
		Education-Quality Improvement	0	2
	Operations and Protective Services		4	27
		Building Services	1	3
		Environmental Services	1	4
		Facilities Management	1	18
		R & I – Road Operations	1	2
Resources			1	0
		Corporate Landlord	1	0
Total			159	243

3.17 The table below shows the causation for the numbers of near misses in the table. The figures in brackets are for the corresponding period in 2019.

Function/Cluster/service area	Unacceptable behaviour	Other	Security	Vandalism	Total
AHSCP	1(1)	4(9)	1(0)	0(0)	6(11)
Senior Manager Learning Disabilities	1(1)	4(9)	1(0)	0(0)	6(10)
Senior Manager Criminal Justice	0(1)	0(0)	0(0)	0(0)	0(1)
Commissioning	0(0)	0(1)	0(0)	0	0(1)
City Growth	0(0)	0(1)	0(0)	0(0)	0(1)
Customer	12(12)	1(6)	1(0)	1(2)	15(20)
Customer Experience	6(0)	1(0)	1(0)	0(0)	8(0)
Customer Development	5(0)	0(0)	0(0)	0(0)	5(0)
Customer Services	1(0)	1(0)	1(0)	0(0)	3(0)
Early Intervention and Community Empowerment	6(12)	0(6)	0(0)	1(2)	7(20)
Community Safety and ASBIT	1(5)	0(1)	0(0)	0(0)	1(6)
Housing Access and Support	0(0)	0(0)	0(0)	1(0)	1(0)
Housing Management	2(1)	0(1)	0(0)	0(0)	2(1)
Libraries	1(3)	0(1)	0(0)	1(2)	2(6)
Local Plan	0(3)	0(4)	0(0)	0(0)	0(7)

Operations	100(156)	21(30)	6(17)	10(8)	137(211)
<i>Integrated Children's and Family Services</i>	100(146)	17(19)	6(15)	10(4)	133(184)
Education-Schools	100(143)	17(19)	6(15)	10(3)	133(180)
Children's Social Work-Residential and Youth	0(1)	0(0)	0(0)	0(1)	0(2)
Education-Quality Improvement	0(2)	0(0)	0(0)	0(0)	0(2)
<i>Operations and Protective Services</i>	0(10)	4(11)	0(2)	0(4)	4(27)
Building Services	0(0)	1(3)	0(0)	0(0)	1(3)
Environmental Services	0(1)	1(3)	0(0)	0(0)	2(4)
Facilities Management	0(8)	1(4)	0(2)	0(4)	1(18)
R & I Roads Operations	0(1)	1(1)	0(0)	0(0)	1(2)
Resources	0(0)	1(0)	0(0)	0(0)	1(0)
Corporate Landlord	0(0)	1(0)	0(0)	0(0)	1(0)
Total Numbers	106(147)	27(46)	8(17)	18(10)	159(243)

3.18 The overall number of near misses has decreased from 243 during the corresponding reporting period in 2019/20, to 159; a reduction of 35%. The highest number of incidents were recorded in the Unacceptable Behaviour category within the ICFS Function. Work continues to be carried out to reduce these numbers and a working group involving input from Education staff, the corporate health and safety team and trade unions is in place to identify any areas requiring action.

Regulator interventions (HSE / SFRS)

3.19 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.

3.20 The HSE carried out inspection visits to 2 secondary and 3 primary schools in the city during the reporting period. The visits included an overview of the HSE's role and a briefing from the Head Teacher. The inspector looked at the following during the inspection visits:

- the school's risk assessment.
- the controls implemented and their effectiveness.
- how consultation with staff on the risk assessment was disseminated.
- how social distancing was maintained.
- The implementation of cleaning regimes.
- Effectiveness of handwashing controls.
- A review of hygiene procedures.
- Controls to improve ventilation across the school.

During each inspection meetings were held with staff and Trade Unions followed by an escorted tour of each school to view the control measures and their adequacy. To conclude the inspection, a debrief was held with the Head Teacher. There were no major issues identified in these visits but further advice

was given around the areas of increased ventilation in classrooms and dining areas, enhanced cleaning of frequently touched surfaces in less used areas, the provision of Covid 19 'crash boxes' (contains a supply of all necessary equipment required in classroom, e.g. masks, hand disinfectant etc) in classrooms and the demarcation areas for class/year bubbles in playgrounds.

Fire risk assessments

- 3.21 Fire risk assessments are completed on a rolling 5-year programme. Due to Covid-19 the fire risk assessment programme had been postponed but during this period a process was trialled where the amount of face to face time during each assessment was vastly reduced. This trial involved 4 fire risk assessments being undertaken during which the findings were that premises were still mainly compliant with an average compliance score of 92%.
- 3.22 Officers for each property sector within Corporate Landlord are identified and are responsible for monitoring progress of action and report compliance issues. The Corporate Health and Safety Team also audit this process to ensure actions are closed out in future in time.

Health and Safety Audits

- 3.23 There were no audits within the programme completed this quarter due to ongoing restrictions caused by the pandemic. The priority was assisting and advising Services on the review and updating of risk assessments as guidance was updated.
- 3.24 Covid 19 Compliance visits have been undertaken at various premises within the ACC estate, 35 sites were visited with an overall compliance score of 93%. Any identified actions are recorded in a database which the identified officer requires to update when completed by a specified compliance date. Any actions not complied with within the agreed timeframe are reported to the weekly Workforce Protection and Planning Group and the relevant Chief Officer. The visit programme includes repeat visits to each site to physically verify actions have been completed and to allow ongoing checks that any updated guidance has been implemented.

Health and safety policies and guidance

- 3.25 The corporate health and safety policy was reviewed during this quarter.

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

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		N/A
Compliance	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	<p>All tasks are risk assessed and the controls implemented 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 expenses of any subsequent civil claim, which follows where an individual has suffered personal injury.</p>

Operational	The risk is that any health and safety incident can lead to an injury to an employee which could have the potential to temporarily or permanently affect either or both their employment or their life.	M	If the task has been risk assessed; employees are trained, competent and supervised then there should be less likelihood of incidents.
	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.
Financial	The risk is that any incident has the potential to bring a reduction in the overall budget in place to provide service delivery.	M	As per Compliance above
Reputational	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 risk assessing every hazard and ensuring employees are trained and competent and up to carrying out investigation of near misses to ensure controls are reviewed to consider whether remedial actions are required.
Environmental / Climate	N/A		N/A

7. OUTCOMES

COUNCIL DELIVERY PLAN	
Impact of Report	
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	A healthy and safe workplace assists the overarching principles of the stretch outcomes within the LOIP by ensuring that resource is directed at the services required by the city. Removing the level of lost resource to the financial penalties incurred through the Civil and Law Courts and from the Regulators will allow the available resource to be best used to ensure funding of the growth sectors of the local economy.
Prosperous People Stretch Outcomes	The areas reported on within this report allow Clusters a further opportunity to recognise areas which when acted upon can assist with engagement of staff and service users to support the meaningful educational progress of children and young people.
UK and Scottish Legislative and Policy Programmes	The Health and Safety at Work etc Act 1974

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

N/A

10. APPENDICES

N/A

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance
DATE	12 April 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	EAS Update April 2020 – December 2020, Occupational Health and Absence update July 2020– December 2020
REPORT NUMBER	RES/21/062
DIRECTOR	Steven Whyte, Director of Resources
CHIEF OFFICER	Isla Newcombe, People and Organisational Development
REPORT AUTHOR	Kirsten Foley, Employee Relations and Wellbeing Manager
TERMS OF REFERENCE	2.7

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 8 monthly period April 2020 – December 2020 and provides a 6 monthly update on the Occupational Health and Absence period July 2020 – December 2020.

2. RECOMMENDATION

- 2.1 That the Committee note the report and provide comment on the performance and trends.

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 was for the duration of 3 years with the option of a one year extension which was taken up in January 2020.

- 3.1.1 A report was taken to Strategic Commissioning Committee in November 2020 and approval was given to renew the contract until June 2024, with a further option to extend for two years at the end of this period.

- 3.1.2 Iqarus were awarded the Occupational Health Contract which commenced in August 2018 for a period of 3 years with the option of a further two years. The proposal is that this option should not be taken up and that the Council enter into a call off agreement from ESPO Framework 985 issue 8 to procure occupational health services. A business case seeking authorisation for this formed part of the papers submitted to Council for the Budget meeting in March, and this was approved.

- 3.2 This report contains Employee Assistance Service utilisation information on the 8 month reporting period (April 2020 – December 2020) and information relating to the EAS, Absence and Occupational Health from July 2020 – December 2020. This is in order to bring both the reporting cycles in line with each other.
- 3.3 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 mental health and wellbeing, which may also impact on their productivity, attendance and associated costs. Both direct and indirect costs require to be considered.
- 3.4 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.

Employee Assistance Service Utilisation (Six (8 on this occasion) Monthly Reporting Period April 2020 – December 2020)

- 3.5 A total of 92 referrals were made during the 8 month period comprising of employees (91) and family members (1). The overall figure is lower than the same period (April 2019 – December 2019) of 102 referrals (employees 99; family members 3).

There were a higher number of referrals relating to Personal Issues (68) compared to Work Related Issues (24) a similar trend as the last reporting period; thus 27% of appointments relate to work related issues compared to 73% use of the Service relating to non-work-related issues.

The two main reasons for non-work-related use of the EAS are personal stress (40% of referrals) and family reasons (15% of referrals) 60% of referrals were from the Operations Function (60%). This Function includes Integrated Children's and Family Services and Protective Services and accounts for 68% of all employees in the workplace.

When of the number of referrals is expressed as a percentage of Cluster staffing, the highest usage was within Governance, with 2.47% of staff accessing the Service.

- 3.5.1 Overall the provided utilisation information has decreased compared to the same period last year. Work Related Issues as a % of the usage have reduced since the last period, and of those work-related issues Demands (Workload/ Stress/Anxiety) remained the most common reason for utilisation (16 out of 24, 67%). These figures show a reduction compared to the last reporting period where Demands accounted for 43 out of 46 of work related issues (93%). Of the Personal Issues 46 out of 83, (40%) relate to Personal stress/Depression/Anxiety/Anger which again shows a reduction from the last reporting period for which the figures were 62 out of 94(66%).

3.5.2 The breakdown of figures by Function and issue for the period April 2020 to December 2020 is shown in the table below: -

Functions	Number of Staff within Service	% of Staff usage	Number of referrals for counselling	Helpline calls no-counselling	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	257	2.33	6	0		0	0	0	<5	0		<5	<5	0	0	0	0	0
Customer	1189	1.26	15	<5		<5	0	<5	5	0		0	<5	0	0	0	0	0
Operations	5151	0.97	50	5		9	0	7	24	0		<5	8	<5	<5	<5	0	0
AHSCP	607	0.82	5	<5		<5	0	<5	0	0		0	<5	0	0	0	0	0
Resources	327	1.22	<5	<5		<5	0	<5	0	0		0	0	0	0	0	0	0
Governance	81	2.47	<5	0		<5	0	0	<5	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
Elected Members	0	0	0	0		0	0	0	0	0		0	0	0	0	0	0	0
Family Member	0	0	<5	0		0	0	0	<5	0		0	0	0	0	0	0	0
Total Number of helpline calls and referrals/C'ling	7612	1.209	83	9		17	0	14	37	0		<5	16	<5	<5	<5	0	0

3.5.3 A further breakdown of figures by cluster for the period April 2020 to December 2020 is shown in the table below: -

	Clusters	Commercial and Procurement	Bus Intelligence & Perf Manage	ALEO's	Customer Experience	Early Intervene and Comm Emp	Digital and technology	External Communications	Integrated Childrens and Fam Serv	Operations and Protective Services	Operations AHSCP	Finance	Capital	People and Organisation	Corporate Landlord	Governance	Strategic Place Planning	City Growth	Foster Carers	Elected Members	Family Member	
Commissioning		0	0	<5	0	0	0	0	0	0	0	0	0	0	0	0	<5	0	0	0	0	0
Customer		0	0	0	<5	11	<5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operations		0	0	0	0	0	0	0	41	14	0	0	0	0	0	0	0	0	0	0	0	0
AHSCP		0	0	0	0	0	0	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0
Resources		0	0	0	0	0	0	0	0	0	<5	0	<5	0	0	0	0	0	0	0	0	0
Governance		0	0	0	0	0	0	0	0	0	0	0	0	0	0	<5	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	<5
		0	0	<5	<5	11	<5	0	41	14	6	<5	0	<5	0	<5	<5	0	0	0	0	<5

3.6 As shown below, the number of referrals for the same reporting period for the last 4 years (April to December) are showing a slight decrease in numbers. This was expected due to the Covid-19 pandemic where many services were stood down and other parts of the organisation were sent to work from home.

3.6.1 Additionally, there has been a volume of work undertaken on the run up to and during the pandemic to increase awareness of the service, for example posters have been displayed in all workplaces, new information leaflets have been produced and distributed to all our front-line employees, regular wellbeing blogs have been circulated via the intranet and more information has been made available on our People Anytime site detailing the different ways to contact Time

for Talking. Therefore, the stable number of people accessing this service should be seen positively as we seek to reduce the stigma around mental health and encourage staff to access all available support mechanisms. The detail of the support available across the organisation can be seen in the **Mental Health and Wellbeing** update report which was submitted to Staff Governance Committee in September 2020.

Period		Numbers Accessing Service
From	To	
April 2020	December 2020	92
April 2019	December 2019	103
April 2018	December 2018	107
April 2017	December 2017	87

- 3.7 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:

Comparison of Service Usage Against Other Councils	
Aberdeen City Council	1.49%
Council B	1.09%
Council C	1.41%
Council D	2.61%

- 3.8 Both full-time (80) and part-time (11) employees are using the service (36% male; 63% females). The majority of employees have accessed support whilst remaining at work (69) compared to those absent from work (22) when receiving support. For the same reporting period last year, 26 of those accessing the service were absent from work at the time of making the referral. One family member has used the service.

- 3.8.1 A project to promote the Employee Assistance Service and other support available is being undertaken jointly with the Trade Unions to ensure frontline employees have access to information about accessing this vital service. This will include our predominantly male workforce in our Operations Service.

Full details are shown in the table below:

	Demographics	Male	Female	Full Time	Part Time		Currently at work	Absent from work
Commissioning		0	6	6	0		<5	<5
Customer		7	10	15	<5		12	5
Operations		19	36	48	7		42	13
AHSCP		<5	<5	<5	<5		<5	<5
Resources		<5	<5	5	0		5	0
Governance		0	<5	<5	0		<5	0
Foster Carers		0	0	0	0		0	0
Elected Members		0	0	0	0		0	0
Family Member		0	<5	0	0		0	0
		30	62	80	11		69	22

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

3.9 In the reporting period there were both self-referrals (87) and management referrals (5). Both Self-referrals (87) and management referrals (5) have decreased from the same reporting period last year. The assistance provided was mainly via telephone counselling (70) along with face-to-face counselling (6), helpline advice and support (9), CBT Counselling Sessions (2) and Live Zilla Counselling Sessions (2) which allows face to face counselling to be done through a video call.

3.9.1 Face to face counselling has significantly decreased (6 compared to 76) and telephone counselling has significantly increased (70 compared to 10) from the same reporting period last year. This is probably mainly due to the restrictions on meeting face to face during the pandemic. 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	Person did not continue with support	Telephone Counselling	Face to face counselling	CBT Counselling Sessions	Live Zilla Counseling sessions	Management Referral	Self Referral	Website/Posters/Leaflets	Managers	Colleagues	HR	Wallet Cards			
Commissioning	0	0	<5	<5	<5	0	<5	<5	20	39	16	16	<5			
Customer	<5	0	12	<5	0	<5	0	17								
Operations	5	<5	43	<5	<5	0	<5	51								
AHSCP	<5	0	5	0	0	0	0	6								
Resources	<5	0	<5	0	0	0	0	5								
Governance	0	0	<5	0	0	<5	0	<5								
Place	0	0	<5	0	0	0	0	<5								
Foster Carers	0	0	0	0	0	0	0	0								
Elected Members	0	0	0	0	0	0	0	0								
Family Member	0	0	<5	0	0	0	0	<5								
	9	3	70	6	<5	<5	5	87								

3.10 Service users are offered the opportunity to provide feedback on the service via a short questionnaire. A total of 31 anonymous questionnaires have been completed by service users in the last reporting period. Feedback on the service delivered by the provider was positive and responders valued the confidentiality and the space to speak and be listened to in a sensitive setting.

Occupational Health and Absence

3.11 Absence

The number of days lost to absence over the period of July 20 – December 20 is shown below:

Month	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20
Total Days lost	3918	3557	4015	4200	4535	4718
Days lost due to Covid-19	31	40	39	44	44	57

For reasons of comparison, the figures for the same period in 2019 are provided in the table below:

Month	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19
Total Days lost	4998	5178	4063	3760	3654	3915

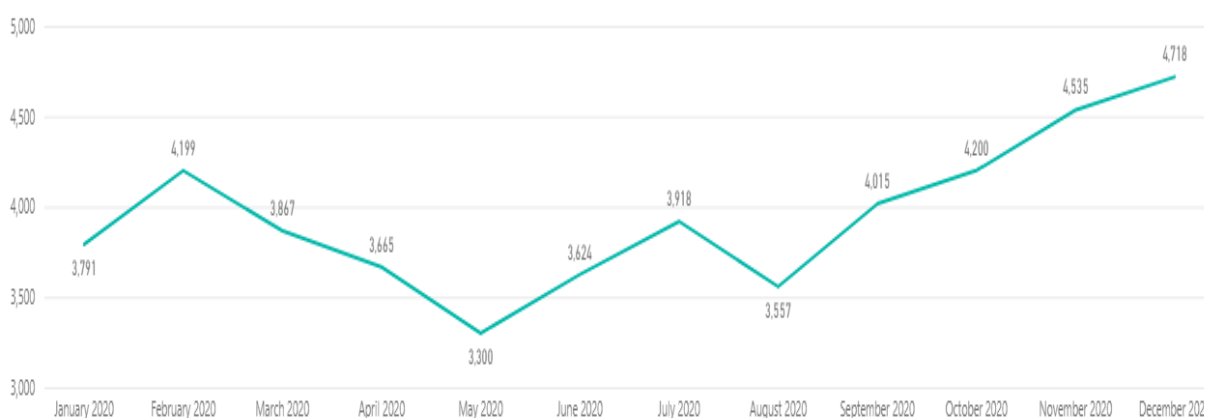
Absence levels were lower than would normally be expected in July and August; due to the fact that there were still restrictions in place and a high percentage

of the workforce were working from home during this period. As services began to resume from September onwards, absence levels increased and are higher than the corresponding months in 2019. Whilst the additional absences are not directly COVID related (as in attributable to employees being off sick following a confirmed positive COVID test), levels of psychological and respiratory absence are higher than the same period last year, which is reflective of the pandemic and the requirement for staff to record themselves as absent if they were symptomatic whilst awaiting COVID test results.

The rise in absence figures compared to the same period in 2019 is not unexpected given the ongoing pandemic.

3.12 Absence Trend Data

Number of Working Days Lost due to Staff Absence (Total Days)



3.12.1 The graph above shows the absence trend data for 2020. Following an initial spike in absence levels at the start of the pandemic, absences dropped significantly during the initial COVID-19 lockdown period (April – June 2020). This reflects the fact that some services were not operating during this period and that others were operating in a different way, with large numbers of staff working from home. In addition, services were operating in a far more flexible manner to allow employees to combine home working with caring responsibilities; this higher degree of flexibility could also have contributed to lower levels of sickness absence being recorded.

3.12.2 This would be consistent with the findings of The Flexible Working Taskforce study undertaken in 2018, which found that:

- *Flexible working can reduce absence rates as it allows employees to manage disability and long-term health conditions, and caring responsibilities, as well as supporting their mental health and stress.*
- *Parents and carers (especially those on low incomes) benefit the most – they tend to have increased wellbeing and are less troubled by stress when given access to flexible work* ([flexible-working-business-case tcm18-52768.pdf \(cipd.co.uk\)](https://www.cipd.co.uk/tcm18-52768.pdf))

3.13 Absence Categories

3.13.1 The table below shows the main sickness absence categories over the last 6-month period.

3.13.2 Psychological and musculoskeletal absence remain the most common reasons for absence. The level of psychological absences rose during the initial lockdown period, and it remained the highest reason for absence throughout the reporting period. As reported to Committee in September 2020, a significant number of resources have been made available to staff to support mental health and wellbeing and the impact of this support will continue to be monitored as we roll out the provisions of the Mental Health Action Plan, with a report on progress against the actions being provided to Committee in June 2021.

3.13.3 Musculoskeletal absences remain the second highest category of absence. Work is underway to draft and pilot an Absence Improvement Plan, with one of the elements of the plan being around ongoing support, training and preventative measures being put in place. Much of this support will be targeted around musculoskeletal issues given that this is an ongoing area of concern.

3.13.4 The increase in the number of absences categorised as “other” has been noted; further work will be undertaken through the Absence Improvement project to identify the reasons for this, and consideration will be given to whether further refining of the absence categories and/or support for managers is required to ensure that as many absences as possible are categorised accurately.

SICKNESS_CATEGORY	July 2020	August 2020	Sept 2020	Oct 2020	Nov 2020	Dec 2020
Psychological	29.13%	30.86%	28.40%	29.07%	27.49%	28.77%
Musculoskeletal	16.64%	13.54%	14.85%	15.51%	16.14%	18.66%
Hospitalisation	13.51%	12.25%	12.20%	12.72%	12.95%	10.85%
Malignancy	11.74%	10.80%	8.55%	7.74%	6.75%	5.39%
Other	7.61%	8.98%	10.08%	10.39%	10.26%	11.40%
Respiratory	4.26%	5.14%	6.40%	4.55%	5.46%	5.14%
Cardiovascular	4.10%	4.60%	4.85%	4.99%	5.09%	5.34%
Gastro-intestinal	3.13%	3.69%	4.59%	4.10%	5.19%	5.18%
Neurological	1.95%	1.43%	1.53%	1.87%	2.57%	2.16%
Gynaecological	1.76%	1.88%	1.56%	1.79%	0.47%	0.47%
	1.65%	1.74%	1.65%	1.70%	1.69%	1.72%
Dermatological	1.62%	1.67%	1.75%	1.93%	2.01%	2.18%
Ophthalmic	0.98%	0.71%	0.70%	0.72%	0.79%	0.84%
Urological	0.98%	1.35%	1.54%	1.50%	1.49%	0.45%
Covid-19 Related	0.78%	1.12%	0.96%	1.04%	0.96%	1.21%
Unauthorised Absence	0.12%	0.10%	0.11%	0.16%	0.23%	0.08%
Viral	0.04%	0.11%	0.28%	0.18%	0.37%	0.16%
Bacterial	0.00%	0.02%	0.00%	0.03%	0.04%	0.01%

Endocrine	0.02%	0.02%	0.04%
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3.14 Occupational Health Service

Please note that these figures are reported for the full calendar year for 2020. This is due to the fact that the January – June data was not available for the September report to Committee.

The table below shows the volume of appointments for the period January – December 2020.

	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20
No of Appts	94	75	76	36	21	24	27	77	69	109	103	95
Attended	91	61	62	33	19	23	23	68	57	86	88	78
Cancelled	2	10	11	1	2	1	3	4	10	17	9	15
Did not attend	1	4	3	2	0	0	1	5	2	6	6	2

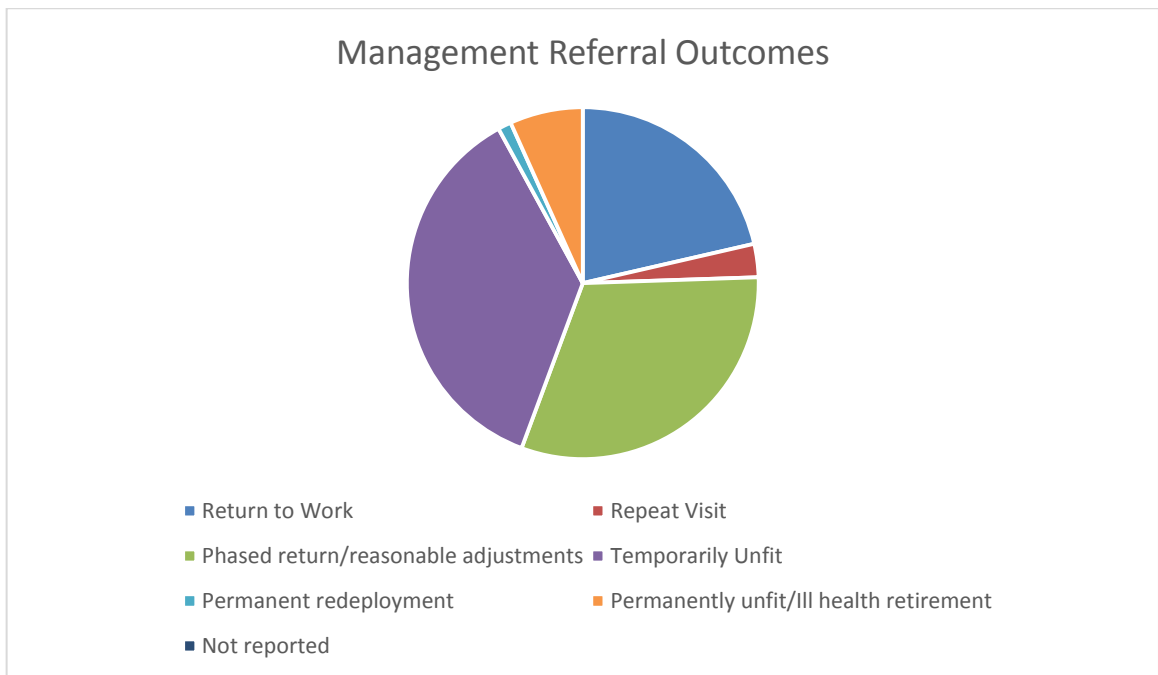
3.14.1 The number of appointments figure includes both management referrals (under the Supporting Attendance Procedure) and other appointments for health surveillance, physiotherapy and pre employment screening. The sharp drop in the number of appointments in April, May, June and July is largely due to a lack of health surveillance appointments being available during lockdown, resulting in only management referrals being possible during this period.

3.14.2 As restrictions began to lift in August and September some routine surveillance appointments began to take place again.

3.14.3 The increased volume of appointments in October, November and December reflects the backlog of health surveillance appointments being cleared.

3.14.4 The appointments recorded as “did not attend” were all phone appointments where the employee did not answer the phone call. Arrangements are now in place for call backs to be arranged in such circumstances.

3.15 The graph below shows the outcomes of management referrals made to the occupational health service during 2020.



- 3.16 A total of 172 management referrals resulted in the employee returning to work, either fully (in 70 cases) or on a phased return or with reasonable adjustments (102 cases).
- 3.17 In 119 cases the employee was reported as being temporarily unfit for work, however only 10 cases required a follow up appointment with Occupational Health.
- 3.18 A total of 26 management referrals resulted in an Occupational Health determination that the employee was permanently unable to continue in their role, with 4 individuals being recommended for redeployment into an alternative role and 22 being identified as permanently unfit or suitable for ill health retirement.
- 3.19 In 60 cases of management referrals no report was issued. As the Occupational Health report is classed as the employee's medical information, the employee can request that the report is withheld. In such circumstances, management continues to manage the employee's absence on the basis of the information that is available (for example the information contained on fit notes from the GP.) In addition to the small number of employees who would ask for the report to be withheld, there have been a number of instances of the OH practitioner failing to record the appointment or the report not being sent due to a systems error. These issues have been identified and are being addressed with our OH provider in regular meetings between the Employee Relations and Wellbeing Manager and the Iqarus Account Manager.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial consequences resulting from this report.
- 4.2 There is 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 a 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:

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		N/A
Compliance	Compliance with legal requirements ensures the health and safety of employees. Poor management of the risks and lack of support has the potential to attract enforcement action (criminal and civil).	M	Assessment of risk via stress and Quality of Working Lives risk 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.
Operational	If no action is taken to support individuals there is a risk to service provision	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.
Financial	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 workloads.
Reputational	Without ensuring suitable employee support there is a risk of the organisation not being seen as an employer of choice and having	L	As above.

	recruitment and retention issues.		
Environment / Climate	N/A		N/A

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
Aberdeen City Local Outcome Improvement Plan	
Prosperous People Stretch Outcomes	The Prosperous People theme in the LOIP indicates that all people in the City are entitled to feel safe, protected from harm and supported where necessary, which would include employees of the Council. Adopting the approach outlined in the report will support the workforce.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

None

10. APPENDICES

None

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance
DATE	12 April 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Equally Safe at Work Employer Accreditation Programme
REPORT NUMBER	RES/21/092
DIRECTOR	Steven Whyte – Director of Resources
CHIEF OFFICER	Isla Newcombe – Chief Officer – People and Organisational Development
REPORT AUTHOR	Keith Tennant – Policy and Advice Officer
TERMS OF REFERENCE	2.6

1. PURPOSE OF REPORT

- 1.1 To inform committee of the outcome of the Council’s participation in the Equally Safe at Work pilot employer accreditation programme.

2. RECOMMENDATION

- 2.1 That the Committee notes the content of this report.

3. BACKGROUND

- 3.1 This report informs members of the outcome of the Council’s involvement in the Equally Safe at Work employer accreditation programme.
- 3.2 The Council was informed on 29 January 2021 that it was successful in attaining the accreditation at the Bronze level. The work undertaken in relation to the programme will contribute to the advancement of gender equality in the Council’s workforce. The accreditation period begins on 9 March 2021 and lasts two years until 9 March 2023.
- 3.3 The Council’s planned participation in the programme was first reported to the Staff Governance Committee on 3 September 2018, with a service update having been given to members on 18 February 2019 and a further update provided at the Staff Governance Committee of 10 December 2019.
- 3.4 The Council had become involved in the programme to improve policies and practices in relation to gender equality and gender-based violence, and to contribute towards its work in meeting the Public Sector Equality Duty.
- 3.5 The pilot programme initially ran from January to December 2019, with a project group having been in place to plan and undertake the work.

- 3.6 The Council made its submission for the accreditation in December 2019 and was assessed in January 2020 for the award. It was deemed, at that time, that it met most but not all the criteria under the six standards.
- 3.7 It was intimated by 'Close the Gap', the organisation overseeing the accreditation, that the programme was to be extended until June 2020, and then later to September 2020, because of the Covid-19 situation and to allow the pilot group of councils more time to complete it and meet the required standards.
- 3.8 Further work was to be undertaken and evidence gathered in 2020 to meet the outstanding parts of the programme. This was completed in the Autumn of 2020 and another submission was made, with the outcome being that the criteria were met for the Bronze award.
- 3.9 The programme was developed and run by 'Close the Gap', Scotland's national policy and advocacy body working on women's labour market equality, to address gender inequality and gender-based violence and was piloted in seven 'early adopter' councils, including this council.
- 3.10 Its aim is to support employers in reviewing workplace culture and ensuring that policies and practices are enhanced to address gender inequality at work and prevent gender-based violence.
- 3.11 Participation in the pilot has provided the Council with the opportunity to demonstrate leadership both in the workplace and within the wider community by showing that steps are being taken to address gender inequality and gender-based violence.
- 3.12 The organisation now has a framework to guide future work on these matters, with solid foundations in place on which to build on. There is also an improved understanding of the causes and consequences of workplace gender inequality and how this relates to gender-based violence.
- 3.13 The programme was divided into six standards: Leadership, Data, Flexible Working, Occupational Segregation, Workplace Culture and Gender-Based Violence. Each standard had a set of criteria to meet, with there having been thirty criteria in total.
- 3.14 It involved undertaking a range of activities including awareness raising, surveying of staff, training, and reviewing of policies and procedures and practices. This included the compilation of a Gender-Based Violence policy and guidance and the introduction of a new special leave provision linked to staff experience of gender-based violence, all agreed at the Staff Governance Committee of 10 December 2019.
- 3.15 The predicted benefits of participation include having a wider range of skills, experiences, and perspectives; increased employee morale and retention rates; and enhanced performance of the public-sector equality duty.

- 3.16 The Council is committed to ensuring gender equality in the workplace and preventing gender-based violence and having been a part of this programme will assist in meeting these aims.
- 3.17 Involvement in the programme also links to the Council's guiding principles. As 'one team' the organisation is aiming is to create an inclusive work environment in which everyone can thrive. The work undertaken in relation to the programme will assist with this.
- 3.18 A ceremony was held on 9 March 2021 by 'Close the Gap' to celebrate the success of the pilot programme and to announce the councils who had attained the Bronze award, which included this council, being one of four.
- 3.19 'Close the Gap' intimated in their notification letter that the gaining of the award demonstrates that the Council 'is a sector leader on gender equality at work in local government'.
- 3.20 The accreditation lasts for 2 years at which point a review is undertaken to ensure that the organisation is still meeting the criteria for Bronze.
- 3.21 Consideration will also be given as to whether to pursue the Silver award, the next level of the accreditation. A council which maintains its Bronze accreditation and wishes to advance to Silver will have 18 months from March 2023 to submit evidence in support of their work.

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A	N/A	N/A
Compliance	N/A	N/A	N/A
Operational	N/A	N/A	N/A
Financial	N/A	N/A	N/A
Reputational	N/A	N/A	N/A
Environment / Climate	N/A	N/A	N/A

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
Impact of Report	
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The Prosperous Economy theme in the LOIP makes mention of the importance of retaining talent and expertise in City organisations. This would include the Council. The measures put in place under the accreditation should help to enhance the culture of the organisation making it more inclusive. This in turn should help with the retention of trained and valued employees meaning that they can continue in post and contribute to delivering effective services to citizens and businesses, indirectly contributing to the City's economy.
Prosperous People Stretch Outcomes	The Prosperous People theme in the LOIP indicates that all people in the City are entitled to feel safe, protected from harm and supported where necessary, which would include employees of the Council. The accreditation is concerned with the prevention of gender-based violence and helping to ensure that employees are given support and kept safe in the workplace. The Council's participation in the programme directly links with this outcome and should assist with employee mental health and wellbeing, allowing them to function in employment and at home.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Not required.
Data Protection Impact Assessment	Not required.

9. BACKGROUND PAPERS

Not applicable

10. APPENDICES

Not applicable

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	12 April 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Equality, Diversity and Inclusion Action Plan
REPORT NUMBER	RES/21/077
DIRECTOR	Steve Whyte, Director of Resources
CHIEF OFFICER	Isla Newcombe, Chief Officer – People & Organisational Development
REPORT AUTHOR	Darren Buck, People & Organisational Development Adviser Lesley Strachan, Talent Manager
TERMS OF REFERENCE	2.6

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to set out the proposed approach to develop an equality, diversity and inclusion action plan for the Council taking account of the refreshed Equality Outcomes as agreed at Operational Delivery Committee on 11 March 2021.

2. RECOMMENDATION

- 2.1 That Committee agrees the approach to and implementation of the proposed equality, diversity and inclusion action plan for the Council as an employer.

3. BACKGROUND

3.1 Equality Outcomes

The Council's refreshed equality outcomes for 2021 – 2025 were approved by the Operational Delivery Committee on 11 March 2021. The agenda pack for this can be found [here](#). As part of these outcomes, there are two specific employer outcomes. These are:

Employer Outcome 1: Improve the diversity of our workforce and address any areas of underrepresentation¹, ensuring that there are equal opportunities for all protected groups² (with consideration for both internal employees and external applicants), with a particular and prioritised focus on age, disability, ethnicity / race and sex

Employer Outcome 2: Ensure that all of our employees who have protected characteristics feel fully valued, safe and included at work, with a particular and prioritised focus on age, disability, ethnicity / race, gender reassignment*, sex and sexual orientation

¹ **Underrepresentation:** Where there is a significant minority of one or more protected group within a particular team, cluster or function or at a particular level in the organisation. For example, this could include situations where a team has a much higher proportion of men than women. This is in comparison to community and other workforce data.

² **Protected groups / protected characteristics:** These are defined by the Equality Act (2010) and cover sex, age, disability, sexual orientation, gender reassignment*, race / ethnicity, faith & religion (incl. belief and non-belief), pregnancy & maternity, and marriage & civil partnership. Protected groups or those with protected characteristics are those who are covered by the Equality Act (2010) under one of those categories.

*We acknowledge that this terminology may be considered outdated, and 'Trans' is the umbrella term. However, since the outcomes are in response to the current Equality Act, the existing terminology has been retained.

Further information on how these equality outcomes were developed can be found in sections 3.6 – 3.9 of this report.

3.2 To achieve these outcomes, an action plan has been developed to set out the Council's detailed approach to equality, diversity and inclusion as an employer.

3.3 **Current and Ongoing Work**

The Council already undertakes a range of positive work to support equality, diversity and inclusion in the workplace. Much of this work will continue to support the achievement of the above outcomes. Details of this work can be found in **Appendix 1** to this report.

3.4 **Strategic Drivers, Council Accreditations, Duties and Pledges**

3.4.1 The Council has a number of strategic drivers, accreditations, duties and pledges each of which have key requirements that impact on its approach to equality, diversity and inclusion. These contribute to and demonstrate its commitment to equality, diversity and inclusion in the workplace and include the following:

3.4.2 **Guiding Principles**

Work on equality, diversity and inclusion fits with and supports the organisation's Guiding Principles which guide the way employees work and the way employees behave with each other, particularly:

Team: "Everyone belongs – we create a good team spirit – no-one's left behind – we include everyone"

Value: "We treat people with dignity and respect – we're all equal – we're all people"

3.4.3 Workforce Plan

3.4.3.1 Work on equality, diversity and inclusion fits with and supports the organisation's Workforce Plan. The agenda pack with the Workforce Plan is found [here](#). This Workforce Plan was created to shift the organisation's culture to align with the Guiding Principles, while at the same time developing individual and organisational behaviours, skills and knowledge that will deliver the organisational capabilities required. One of these organisational capabilities is "encouraging inclusiveness, engagement and collaboration" which is a strong focus of the equality, diversity and inclusion action plan.

3.4.3.2 The Workforce Plan places importance on workforce diversity. The plan states that it is crucial that the Council places an increased focus on creating an environment where equality and diversity is valued and that it fosters a working environment that encourages diversity of thought, perspective and background as well as being an employer of choice and promoting inclusivity for all.

3.4.3.2 A strong focus of the Workforce Plan is the organisation's multi-generational workforce and developing the organisation's young workforce. This requires attention to different expectations of work and workplaces as well as focusing on succession planning to facilitate progression and knowledge and skill-sharing throughout the organisation between different generations.

3.4.4 Equally Safe at Work

3.4.4.1 The Council undertook a one-year pilot employer accreditation programme called 'Equally Safe at Work', concerned with gender equality and violence against women. The aim of the programme is to support employers in reviewing workplace culture and ensuring that policies and practices are enhanced to address the barriers that women face at work. There are six standards under the programme: Leadership, Data, Flexible Working, Occupational Segregation, Workplace Culture and Violence Against Women, with a set of criteria to meet under each. The programme required the Council to undertake a range of activities including awareness raising, surveying staff, training and reviewing policies, procedures, and practices.

3.4.4.2 It was recently announced by 'Close the Gap', the organisation overseeing the programme, that the Council was successful in attaining the accreditation at the Bronze level. This began on 9 March 2021 and will last for a two-year period until 8 March 2023, at which point a review will be undertaken by 'Close the Gap' to confirm that the Council is still meeting the criteria. Consideration will also be given as to whether the Council wishes to progress further with the programme to try to attain the Silver level of the accreditation.

3.4.5 Investors in Young People

3.4.5.1 The Investors in Young People (IYYP) framework was developed to support organisations to develop and improve youth employment practices and seeks to reward and recognise employers who demonstrate excellence in recruiting and retaining young people, while encouraging others to begin working with young people. There are 3 levels of accreditation, Standard, Silver and Gold.

3.4.5.2 In March 2020, following a comprehensive assessment, the Council was awarded the IYP Good Practice Award Gold Standard (a significant improvement on our existing Standard level).

3.4.5.3 Achievement of this award demonstrates our commitment to ensuring the attraction, recruitment, selection, integration, development and progression of young people to consider the Council as an employer of choice and its young employees within our workforce. It also aligns to the Council's agreed Workforce Plan where developing the young workforce is a key area of focus in terms of future workforce capacity.

3.4.6 Disability Confident Employer

3.4.6.1 The Council holds the Disability Confident Employer (Level 2) accreditation. As part of this accreditation the Council has a commitment to supporting people with disabilities in all of its employment-related activity. To achieve and maintain this accreditation, the Council needs to demonstrate ongoing work around two themes. The first is 'getting the right people for your business'. The second theme is 'keeping and developing your people'. There are several core and specific actions that the organisation needs to demonstrate for this accreditation.

3.4.7 Carer Positive Engaged Employer

3.4.7.1 This accreditation is given to employers who create a supportive working environment for carers in the workplace where they feel valued. There are several criteria for this accreditation including a process for identifying carers, having a policy which supports carers, offering workplace support to carers, raising awareness of carers and providing training for them, and offering peer-to-peer support.

3.4.8 Public Sector Equality Duty

3.4.8.1 The Equality Act (2010) places [a duty](#) on public authorities to have due regard to:

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity
- Fostering good relations between persons who share protected characteristics and those who do not

3.4.9 Fairer Scotland Duty

3.4.9.1 Under the [Fairer Scotland Duty](#), public bodies must actively consider / pay due regard to how to reduce inequalities of outcome caused by socio-economic disadvantage.

3.4.10 Fast Track Cities

3.4.10.1 In 2019, Aberdeen City Council pledged its support for the Fast Track Cities initiative as part of a global focus on HIV prevention, diagnosis and treatment. This initiative includes a focus on reducing the stigma in society around HIV.

3.5 Additional Equality Initiatives

3.5.1 Following the publication of the Scottish Parliament's Equality and Human Rights Committee's report – [Race Equality, Employment and Skills: Making Progress?](#), the Minister for Business, Fair Work and Skills has written to advise of certain actions that the Committee has recommended public authorities should take to address inequalities associated with race. These are:

- Those in public authority leadership positions undertake an assessment of their organisation's understanding of racism and the structural barriers that may exist within their organisations. Public authorities should integrate their ambitions into their next strategic plan. Their strategic goal should be underpinned by specific outcomes and supported by timely monitoring. Public authorities should be transparent about their targets and their progress in delivering their outcomes.
- Public authorities should review their recruitment procedures and practice against the [Scottish Government's minority ethnic recruitment toolkit](#) and make the necessary changes.
- Public authorities subject to the Scottish specific Public Sector Equality Duty should, as a minimum, voluntarily record and publish their ethnicity pay gap and produce an action plan to deliver identified outcomes.
- Each public authority is asked to provide a commitment with a minimum of three new actions to address their organisation's specific issues along with associated timescales and reasons for those timescales

3.5.2 The [Scottish Government's Race Equality Framework 2016 – 2030](#) states, as a goal, that “minority ethnic people have equal, fair and proportionate access to employment and representation at all levels, grades and occupation types in Scotland's workforce and experience fewer labour market, workplace and income inequalities”.

3.5.3 The Scottish Government signed up to The Sustainable Development Goals (STG), also known as [Global Goals](#) in 2015. These are designed to be a blueprint to achieve a better and more sustainable future for all. These goals are under consideration for the Aberdeen City Local Outcome Improvement Plan refresh, with many areas around the world 'localising' the goals and bringing them into their visions and strategies. Two particular goals are of relevance to our employer outcomes. STG5 aims 'to achieve gender equality and empower all women and girls'. STG10 seeks 'to reduce inequality within and among countries'.

3.6 Relevant Research

As part of the development of the outcomes and action plan, recent research and information was reviewed. This research included a survey conducted by Aberdeen City Council and Grampian Regional Equality Council (GREC) as well as by the Equalities and Human Rights Commission, the Scottish Government, the Fawcett Society and Youth Link Scotland. Relevant research information is presented in **Appendix 1**.

3.7 Workforce Diversity Data Analysis

An analysis of the latest workforce diversity statistics was reviewed to support the focus of the Council's equality outcomes and action plan, specifically to identify areas of particular and prioritised focus. Relevant workforce data can be found in the mainstreaming report presented to the Operational Delivery Committee on 11th March 2021. The agenda pack for this is found [here](#).

3.8 Engagement

3.8.1 As part of the development of the outcomes and action plan, significant engagement has taken place with employees and employee groups across the Council. This has resulted in contributions, suggestions and feedback from the Equality Ambassadors Network, the Young Employee Network as well as groups of employees in teams representing a range of Council services and roles.

3.8.3 Trade Union colleagues have also been engaged with throughout the process.

3.8.4 The proposed action plan was also sent to Grampian Regional Equality Council (GREC) for comment, advice and feedback.

3.8.5 In addition, communications about the proposed outcomes and action plan were added to the Intranet enabling employees to directly provide feedback on a confidential basis, to a dedicated Officer in People and Organisational Development, and seeking individuals to be further involved in both the action plan and ongoing work.

3.9 Benchmarking

3.9.1 Benchmarking information on employment equality outcomes was obtained in relation to 27 other Scottish Local Authorities. This related to outcomes set in 2017 for the last four-year period up to 2021. These were closely examined to identify the specific employment equality issues other councils had focused on in that period.

3.9.2 The benchmarking exercise found that outcomes differed widely across authorities, reflecting the employment equality priorities of each council at the time. It has been helpful in determining our revised employment equality outcomes, having been used in conjunction with the other evidence gathered and feedback from the engagement sessions.

3.10 Proposed Action List

3.10.1. In order to achieve our Equality Outcomes, a suggested action list for each outcome has been developed, in line with research, employee engagement and the Council's accreditations, duties and pledges. However, as outlined in section 3.8.1 of this report, it is important that ongoing active listening takes place and protected groups are involved as much as possible into the design and implementation of actions. Furthermore, there is a need to be flexible and adaptable to accommodate future needs and developments.

The suggested action list can be found in **Appendix 1**.

3.10.2 Proposed Timeline and Plan for Ongoing Engagement and Delivery

May 2021 – A series of working groups will be created to focus on grouped actions, with a Lead Officer from People and Organisational Development. An initial meeting of working groups will be held to discuss general plans of action. These meetings should continue on a bi-monthly basis and Lead Officers will meet on a regular basis to ensure consistency, to consider any intersectionality, and to prevent any duplication of work. A wider programme document will be created to capture all data / action plans / milestones / RAG status.

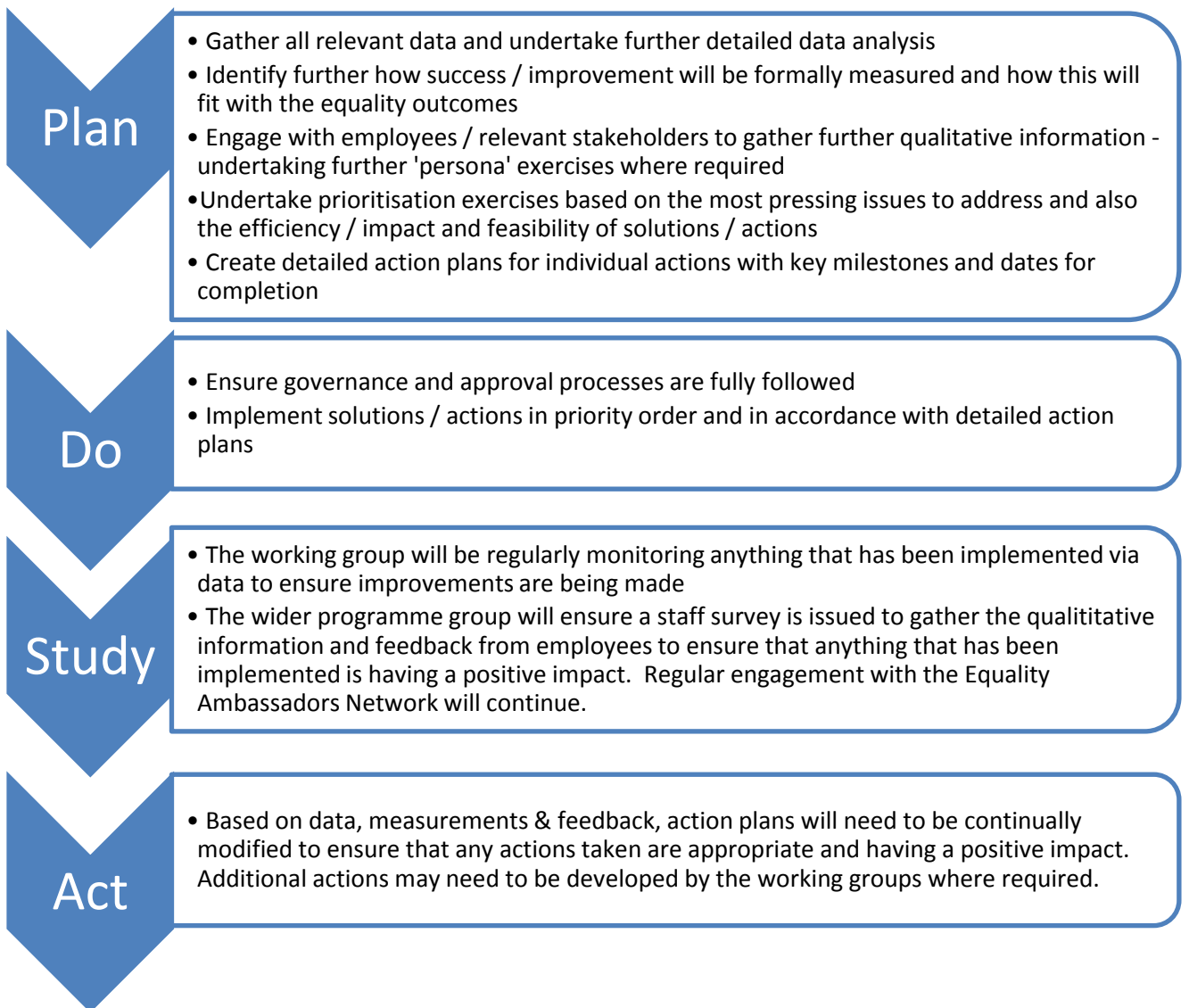
May 2021 – August / September 2021 – Each working group will follow the 'Plan Do Study Act' (PDSA) cycle outlined in the diagram below with completion of the 'plan' phase by August / September 2021.

September 2021 onwards – Each working group will begin the next phases based on their detailed action plans. Each working group will be prioritising actions and interventions and will provide individual timelines and milestones.

It is worth noting that the action plan is intentionally flexible to allow for active listening to employees as well as ensure that actions can be amended and added where required if further needs are identified.

Annually – Longer-term data review will need to be undertaken to monitor and review wider workforce diversity statistics to identify trends and improvements. On an annual basis, progress on the action plan will be included within service updates for Committee with a full review and detailed update provided after two years via Committee report. The equality outcomes last for four years so this will mark the halfway point of this. This will also allow time for any trends to be fully identifiable and analysed.

3.10.3 The below diagram outlines the steps each working group will take to take forward actions, ensuring that the work undertaken is data-led and has full employee engagement. It will also ensure that the action plan allows for ongoing listening and feedback.



4. FINANCIAL IMPLICATIONS

- 4.1 Some spend will be required on training and development as well as promotional and printed material where required to ensure messages and initiatives reach all employees and future talent. This will be funded by the Corporate Training budget held within People and Organisational Development.

5. LEGAL IMPLICATIONS

- 5.1 This action plan will ensure the Council maintains compliance with its duties under the Equality Act (2010).

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	None	L	None
Compliance	As an employer, there could be a risk of not meeting statutory equality duties.	L	Development of a comprehensive equality, diversity and action plan.
Operational	None	L	None
Financial	There could be required spend for training as well as promotional and printed material.	L	This spending will be covered by the agreed corporate training budget held within People and Organisational Development.
Reputational	As an employer, there could be a perception that we are not an employer of choice or a fair and inclusive employer.	L	Development of a comprehensive equality, diversity and action plan.
Environment / Climate	None	L	None

7. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
Aberdeen City Council Policy Statement	<p>The proposals within this report support the delivery of the first two parts of policy statement 7 under ‘People’:</p> <ul style="list-style-type: none"> Support the implementation of Developing the Young Workforce, seek to gain the highest level of investors in young people accreditation and ensure there is a focus on supporting pupils excel in STEM subjects
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	<p>The proposals within this report support the delivery of Economy Stretch Outcome 1 and 2:</p> <ul style="list-style-type: none"> 10% increase in employment across priority and volume growth sectors by 2026. This includes social care. Key driver 1.2 is

	<p>'developing the talent and future workforce necessary to support diversification of business & economy'. This includes employability activity and progressing the Council's Investors in Young People Programme.</p> <ul style="list-style-type: none"> 90% of working people in living wage employment by 2026. Key driver 2.1 is 'promoting inclusive economic growth for our most disadvantaged communities'. This includes support for young people as well as people progressing positively through the employability pipeline.
Prosperous People Stretch Outcomes	<p>The proposals within this report support the delivery of People Stretch Outcome 6:</p> <ul style="list-style-type: none"> 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026. <p>The key drivers for this outcome are:</p> <p>6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs)</p> <p>6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school</p> <p>6.3 Ensuring children, young people and families understand the pathways available to them and skills required for future</p>
UK and Scottish Legislative and Policy Programmes	The proposals within this report support the Council's ongoing compliance with the Equality Act (2010).

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

[Agenda pack which includes the Mainstreaming Equality Report and Equality Outcomes](#)

[Agenda pack which includes the Workforce Plan](#)

[Joint Survey by ACC and Grampian Regional Equality Council \(GREC\) Summary of Findings](#)

[Equality and Human Rights Commission, 'Is Scotland Fairer' \(2018\)](#)

[Scottish Government Research, 'Coronavirus \(COVID-19\): impact on equality](#)

[Youth Link Scotland Survey Response Document](#)

[Fawcett Society Equal Pay Day Report \(2020\)](#)

[Equality and Human Rights Commission Public Sector Equality Duty](#)

[Fairer Scotland Duty](#)

[Scottish Parliament, 'Race Equality, Employment and Skills: Making Progress?' \(2020\)](#)

[Scottish Government, Minority ethnic recruitment toolkit](#)

[Scottish Government, Race equality framework for Scotland 2016 to 2030](#)

[The Global Goals for Sustainable Development](#)

[CIPD and Equality and Human Rights Commission, Unconscious Bias Training: An Assessment of the Effectiveness for Evidence \(2018\)](#)

10. APPENDICES

Appendix 1 – Suggested equality, diversity and inclusion action list and ongoing work

11. REPORT AUTHOR CONTACT DETAILS

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Appendix 1 – Suggested equality, diversity and inclusion action list

Employer Outcome 1: Improve the diversity of our workforce and address any areas of underrepresentation, ensuring that there are equal opportunities for all protected groups (with consideration for both internal employees and external applicants), with a particular and prioritised focus on age, disability, ethnicity / race and sex

Driver(s)	Potential Action(s)	Outcome	Prioritised Area?
<p>Despite significant efforts on Developing our Young Workforce including achieving Investors in Young People Gold in 2020, our workforce data suggests that there has been a downward trend with the employment of those under 20. Moreover, in 2020, a higher proportion of those aged 20-29 and those aged 60+ left the organisation than the proportion they make up of the workforce – suggesting that work needs to be undertaken to recruit and retain more of these groups.</p> <p>In addition, the Council’s delivery plan outlines a commitment to developing the young workforce and future talent, and supporting young people into employment.</p>	<p>Improved knowledge and skill sharing process amongst the younger workforce or between different generations in the workforce including mentoring – including ‘ACC alumni’.</p>	<p>Action in this area will ensure that younger people can progress in the organisation more easily, should they wish to, and can become more represented at different capability framework levels and will also have a reverse mentoring effect on older colleagues involved in the programme. Younger employees can also mentor and support each other through career journeys.</p> <p>Measurement: number of those participating, number of those aged 16-24 moving to new roles in the organisation and at different capability framework levels in the organisation.</p>	<p>Yes</p>
<p>According to 2020 Scottish Government research into the impact of Covid-19 on equality groups, there could be implications for older generations</p>	<p>Establish a wellbeing programme targeted at an ageing workforce</p>	<p>This will prevent loss of resource due to sickness / ill health. As an organisation, we will retain knowledge and skills long enough to allow these to be</p>	<p>Yes</p>

<p>and those with long-term disabilities and health conditions who may have missed healthcare and screening appointments during this period which may have long-term impacts on their health and ultimately work and attendance.</p> <p>Our workforce plan identifies that there is now a multi-generational workforce with different expectations and needs. We have new generations coming into the workforce and those which are eventually leaving so knowledge capture and succession planning is paramount.</p>		<p>transferred to future generations. This will also ensure that our older workforce feels valued and that they can remain in the organisation longer and will be represented across the organisation. There should be fewer barriers for them to remain in our employment and remain healthy & well.</p> <p>Measurement: number of those in older age brackets remains consistent, improved attendance.</p>	
<p>In addition to challenges faced by young people, care-experienced young people often face additional barriers to employment.</p> <p>The Council Delivery Plan, in addition to developing the young workforce and future talent, outlines a focus on support young people into employment,</p>	<p>Provide internships for care-experienced young people and / or ensure care-experienced young people have supported access to existing internships and apprenticeships along with a portal / web pages for care-experienced young people to access outlining available opportunities. This might include a supported programme involving peer support.</p>	<p>Action in this area ensures that care-experienced young people have access to employment with ACC and that we have more lived experience in our workforce.</p> <p>Measurement: number of care-experienced young people undertaking internships with ACC. Increase in number of</p>	<p>Yes</p>

<p>including improving pathways for care-experienced young people.</p> <p>According to the Scottish Throughcare and Aftercare Forum, care-experienced young people have lower rates of employment than their peers. Furthermore, statistics from 'Education Outcomes for Looked After Children' (Scottish Government) show that while 94% of young people go on to positive destinations three months after school, only 76% of looked after children go on to positive destinations in the same time period (2016/17). Looked after children are also less likely, according to the Scottish Government, to leave school with at least one qualification or go on to get any higher or further education-level qualifications. They are also more likely to face exclusion during their school lifetime. This will, as a result, have an impact on their employability.</p> <p>We have a commitment to Investors in Young People and</p>		care-experienced young people employed by ACC.	
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<p>Developing the Young Workforce as well as our responsibility as a Corporate Parent.</p>			
<p>In addition to data outlined earlier about the retention of certain age groups, our recruitment data suggests that our proportion of successful applications from 20-29-year olds has also reduced over the last year.</p> <p>The majority of our recruitment applications are from women with the proportion of our successful recruitment applications being 75%. This is much higher than the overall Aberdeen City community data. However, according to the EHRC's 'Is Scotland Fairer' report, women continue to be under-represented in senior positions, even where women accounted for the majority of the workforce and that modern apprenticeships continued to show strong segregation within sectors by sex. Aberdeen City's workforce data suggests that there are areas of the organisation with significant</p>	<p>A review of job profiles across the organisation to ensure that they are accessible for all protected characteristics as well as those from backgrounds such as the armed forces and those with overseas qualifications.</p>	<p>Fewer barriers for people with protected characteristics to gain employment with ACC which should ultimately result in more diversity and representation across the organisation.</p> <p>Measurement: number of job profiles reviewed / clusters covered. Recruitment diversity data is monitored for positive trends showing increased % of successful applicants from protected groups.</p>	<p>Yes</p>
	<p>A review of the external recruitment and selection process to ensure there are no barriers for protected groups and for those from varied backgrounds such as ex-forces and ex-offenders. This will also include a review of any positive action required to be created to support access to employment with Aberdeen City Council.</p>	<p>For applicants, this means that there should be no unnecessary barriers to any careers and roles at ACC. This should result in more diversity and representation across the organisation.</p> <p>Measurement: Statistics for each protected group at each stage of the process.</p>	<p>Yes – initial focus on age, disability, ethnicity / race and sex. As per Equality and Human Rights Committee Report, the first priority will be looking at this from an ethnicity / race perspective.</p>

<p>segregation by sex and this includes at the higher capability framework levels.</p> <p>According to a joint survey by ACC and Grampian Regional Equality Council which was issued to citizens of Aberdeen, 2/3 respondents felt that their protected characteristic restricted access to their employment of choice.</p>	<p>Creation of application / recruitment packs with our equality and diversity statistics and commitments.</p> <p>This will need to take into consideration the Scottish Government's minority ethnic toolkit.</p>		
<p>Of these, more than half of participants with a disability made that statement, more than half of those from minority ethnic backgrounds and more than two-thirds of those who identified as transgender or non-binary. Across all participants, age was mentioned as a concern; particularly those aged over 50 and over 60. Particular mention from the survey included:</p> <ul style="list-style-type: none"> • Invisible disabilities affecting interview performance • Overseas qualifications being devalued 	<p>Establishment of vertical and horizontal occupational segregation programmes across each protected characteristic. A particular focus for each group should also be around modern apprenticeships (if applicable in that area).</p> <p>Initiatives that could be included within an occupational segregation programme could include targeted development & training, targeted coaching & mentoring, work experience & placements, targeted recruitment advertising campaigns and targeted work in schools, colleges & universities.</p>	<p>Benefits of working towards resolving this could include having a more engaged & high-performing workforce, more diversity of thought and improved innovation, access to a wider pool of candidates for recruitment purposes, easier workforce planning / talent pipelining and an improved employer of choice status.</p> <p>For employees / applicants, this means that there should be no unnecessary barriers to any careers and roles at ACC. This should result in more diversity and representation across the organisation.</p> <p>Measurement: Improvement in occupational segregation. Also,</p>	<p>Yes – with initial focus on age, disability, ethnicity / race and sex. As per Equality and Human Rights Committee Report, the first priority will be looking at this from an ethnicity / race perspective.</p>

- Frustration over frequent rejections and setbacks
- Being overlooked for jobs & opportunities

According to Scottish Government 2020 research on the impact of Covid-19 on Equality Groups:

- The impact of Covid-19 is felt more economically by those who are currently living in poverty or lower-income roles. The equality groups most impacted by this are women, those from minority ethnic backgrounds and those with a disability
- There has been a rise in unemployment, particularly felt amongst 16-24-year olds
- 96% of young people who were surveyed felt worried about the impact of coronavirus on their future
- Disruption to schooling and ultimately employability may impact more significantly on gypsy / traveller groups

longer-term measurement on overall organisational workforce diversity statistics.

<p>Our workforce data suggests that of employees who took unpaid parental leave in 2019 and 2020, a large majority were women. In addition, women make up a much larger proportion of part-time employees in the organisation.</p> <p>According to EHRC's 'Is Scotland Fairer' report, women are more likely to be in part-time work. According to 2020 Research by the Scottish Government on the impact of Covid-19 on equality groups, with women still having primary caring responsibilities in society, the additional caring / childcare / home-schooling because of Covid-19 could have a significant impact on women's working lives and employment</p>	<p>Creation of a support programme for women returning from career breaks or maternity leave.</p> <p>Encourage senior males in the organisation to be more visible about caring responsibilities / parental & family leave / flexible and part-time working</p> <p>Review all roles across the organisation to establish that flexible and / or part-time working is available (and is not a detriment to career progression) and that support is in place should a woman with childcare or other caring responsibilities wish to undertake full-time employment, they are able to do so with support.</p>	<p>As an organisation, we will retain knowledge and skills and be able to access a much wider talent pool when recruiting – which could be useful, particularly with hard-to-fill posts. This should result in more diversity and representation across the organisation. Our female employees should also feel that they are able to access most career options across the organisation on a flexible or part-time basis, or that they have support available to be able to continue in full-time employment.</p> <p>Measurement: The number of women who return after maternity and remain in employment. While we might wish to increase the number of women in full-time roles, there are societal factors to consider so the first measurement will be to ensure that as many roles as possible across the organisation have flexible and part-time options.</p>	Yes
Data reporting and analysis can take quite a bit of time using	Improvement to collation and analysis of diversity data,	Quicker and easier access to more of this data will ensure that	Yes

<p>current processes and systems. Having data that is easily accessible and easily analysed would be beneficial to ensure that our proactive and reactive equality, diversity and inclusion work is targeted.</p>	<p>ensuring it is quickly accessible, up to date and easily analysed. This will also include ability to compare community and workforce data to ensure representation. This should also include the reporting of any incidents / issues – how this is done and how it is analysed.</p>	<p>our ability to be more proactive and respond to immediate issues will be improved.</p> <p>Measurement: Number of aspects of equality, diversity and inclusion we are able to access and how quickly they are accessible.</p>	
<p>In addition to the existing reporting on gender pay gap and equal pay, it is expected that statutory ethnicity pay gap reporting may be introduced so preparatory work would be beneficial to ensure statutory compliance. The Scottish Parliament's Equality and Human Rights Committee has requested that organisations should be publishing their ethnicity pay gap statistics.</p>	<p>Prepare and be ready for disability and begin ethnicity pay gap monitoring and reporting</p>	<p>Ensures that we are monitoring this based on the Is Scotland Fairer report outcomes and are ready to comply quickly with any new statutory / legislative obligations.</p> <p>Measurement: We are able to report on disability and ethnicity pay gap and can make this transparent.</p>	<p>Yes. As per Equality and Human Rights Committee recommendations, the first priority will be looking at the ethnicity pay gap reporting and voluntarily producing this when possible.</p>
<p>According to the Equality and Human Rights Commission's 'Is Scotland Fairer' (2018) report, disabled people continued to earn less than non-disabled people and the disability pay gap has widened.</p> <p>Staff engagement identified a need to have better reporting</p>	<p>Engage with an organisation such as Project Search or an equivalent for an internship / work placement programme for their interns. This is a supported work placement / internship programme for people with disabilities. This will require the support in place for the interns as well as for managers of services.</p>	<p>Ensures that we are providing people with disabilities employability support as well as introducing them to the Council as a potential employer. This will also support managers to understand more about disabilities and employment.</p>	<p>Yes</p>

procedures for equality incidents with more confidence in what is done with this required.	This would be done in partnership with the Employability Team in City Growth.	Measurement: Increased employee disclosure of disability status and subsequent increase in proportion of employees who have a disability	
	Creation of a specific reporting form for prejudice or discrimination incidents for employees which is used by People and Organisational Development to put in place support for employees and analyse incidents to identify any targeted work required.	Ensures that there is a reporting process for employees and that incidents that are reported are looked into by the organisation as an employer. Gives more confidence to employees that this is taken seriously. Measurement: This form is in place and being used. The number of incidents reported and interventions / support put in place is consistent and comparable.	Yes

In addition, we have ongoing work that will continue which includes:

- Guaranteed Interview Scheme which includes candidates who consider themselves to have a disability, care-experienced young people, young people aged 16-24 year-olds (from within Aberdeen City) and New Scots
- Working in partnership with DYW and Aberdeen City schools at recruitment events and in Skills for Work classes
- Equality and diversity statements on all recruitment advertising
- The internal re.cr.uit scheme
- Equal pay and gender pay gap reporting
- Mainstream reporting
- Occupational Health Provision
- Mental Health and Wellbeing Programme
- Ongoing relationships with colleges and universities
- Flexible working and smarter worker schemes

Employer Outcome 2: Ensure that all of our employees who have protected characteristics feel fully valued, safe and included at work, with a particular and prioritised focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation			
Driver	Potential Action(s)	Measurement / Outcome	Prioritised Area?
Research by the EHRC and the Chartered Institute for Personnel and Development (CIPD) suggests that unconscious bias training is effective for awareness raising and can reduce implicit bias. However, it cannot eliminate implicit bias and may sometimes have a negative effect.	Review of unconscious bias training and inclusion of unconscious bias in training and development in light of CIPD review.	<p>This review will ensure that we are following current best practice, theory and research on unconscious bias training. If we have best practice training, we can ensure that all of our employees and managers are behaving and making decisions in a way that is free from any unconscious bias and that those with protected characteristics will (continue to) have positive working lives as a result.</p> <p>Measurement: If it has been reviewed and outcome of review implemented</p>	Yes
<p>Since the Equality Act (2010) was introduced, our recruitment and selection training has been refreshed on a number of occasions.</p> <p>There are a number of managers within the Council who may have</p>	Mandatory recruitment and selection training refreshers for all managers who have not done training since introduction of Equality Act (2010)	This will ensure that all recruiting managers are fully aware of equality and diversity in the context of recruitment and selection. This will be complementary to all the available guidance on People Anytime. This will ensure that	Yes

<p>only done the training pre-2010. This means that they may not have had the latest training which includes the Equality Act (2010).</p>		<p>recruiting managers are making decisions which are free from discrimination and bias and will ultimately ensure that we are an employer of choice for those with protected characteristics, who should feel supported, respected and included as part of the recruitment and selection process.</p> <p>Measurement: Managers who had done the previous training will have all done the refresher course.</p>	
<p>According to a joint survey by ACC and Grampian Regional Equality Council which was issued to citizens of Aberdeen, over one-third of participants felt that they were treated differently at work because of their protected characteristics. 41% of participants from minority ethnic backgrounds gave this statement as did 34% of participants with a disability and 19% of LGBT+ participants. Age was mentioned in the survey and gender was also mentioned as something</p>	<p>Improved and more accessible Equality and Diversity training (including 'safe space' training and EHRIA process training). Additional training / learning / resources for digital champions across the organisations to allow them to further support all protected groups.</p>	<p>This will ensure that employees are fully aware of equality and diversity. It will also ensure our employees and managers are behaving and making decisions in a way that supports, includes and respects individuals with protected characteristics.</p> <p>By providing additional training / learning / resources for digital champions we will address issues resulting from any protected groups being left behind on the organisation's digital journey.</p>	<p>Yes. As per Equality and Human Rights Committee Report, the first priority will be looking at ensuring there is sufficient training for anti-racism.</p>

<p>which resulted in different treatment at work.</p> <p>Particular mention from the survey included:</p> <ul style="list-style-type: none"> • Impact of institutional hierarchies • Subtle and overt racism, sexism and disablism • Malicious gossip • Stereotypes used to judge work 		<p>Measurement: Number of employees who have completed equality and diversity training has increased. Over 90% of employees undertaken the mandatory training. Qualitative data captured by employees to monitor trends on how they feel at work regarding their protected characteristic.</p>	
<p>According to 2020 research by the Scottish Government on the impact of Covid-19 on equality groups, there has been an increase in hate crime incidents in the UK directed towards people who are perceived to be from Asian – Chinese, South Asian or East Asian ethnicities since the beginning of the pandemic.</p> <p>During staff engagement, it was highlighted that employees specifically wanted more events, awareness-raising and that ACC should celebrate diversity more</p>	<p>Introduction of diversity and inclusion days once a quarter which includes staff communication.</p>	<p>This will ensure that regular knowledge and information about diversity is shared across the organisation. This will demonstrate the importance of equality, diversity and inclusion and will also ensure that employees and managers are behaving and making decisions in a way that supports, includes and respects individuals with protected characteristics.</p> <p>Measurement: These are in place and are engaged with. Qualitative data capture to establish how valuable people find these and how knowledgeable employees feel</p>	<p>Yes – with particular focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation As per Equality and Human Rights Committee Report, the first priority will be looking at this from an ethnicity / race perspective.</p>

<p>and have equalities more visible. There was also a request for better access to resources and guidance for managers.</p>		<p>about equality, diversity and inclusion.</p>	
	<p>Introduce diversity and inclusion moments into meetings of 5 or more people, along with a bank of regularly updated topics and suggestions. These moments will be a maximum of five minutes at the start of a meeting and will allow for a topic to be raised and briefly discussed.</p>	<p>This will ensure that regular knowledge and information about diversity is shared across the organisation. This will also encourage discussions about equality, diversity and inclusion in smaller groups and teams and create an environment where an employee with protected characteristics may feel more comfortable disclosing or discussing their protected characteristic with their colleagues and managers. This will demonstrate the importance of equality, diversity and inclusion and will also ensure that employees and managers are behaving and making decisions in a way that supports, includes and respects individuals with protected characteristics. It will also ensure a cultural shift in the organisation in that those who perhaps are not yet fully bought-in to all aspects of equality, diversity and inclusion are receiving promotional material about this.</p>	<p>Yes – with particular focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation. As per Equality and Human Rights Committee Report, the first priority will be looking at this from an ethnicity / race perspective.</p>

		<p>Measurement: These are in place and are engaged with. Qualitative data capture to establish how valuable people find these and how knowledgeable employees feel about equality, diversity and inclusion.</p>	
	<p>Establish an equality and diversity calendar for recruitment marketing and staff activities / events (or re-purpose the existing calendar from the Equalities Team). The CIPD has an inclusion calendar for employers which would be a useful tool to adapt.</p>	<p>This will ensure that regular knowledge and information about diversity is shared across the organisation and will also encourage discussions about equality, diversity and inclusion. It will demonstrate the importance of equality, diversity and inclusion and create an environment where an employee with protected characteristics may feel more comfortable disclosing or discussing their protected characteristic with their colleagues and managers.</p> <p>Measurement: These are in place and are engaged with. Qualitative data capture to establish how valuable people find these and how knowledgeable employees feel</p>	<p>Yes – with particular focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation</p>

		about equality, diversity and inclusion.	
	Introduction of an additional STAR award for diversity and inclusion.	This will demonstrate the importance of equality, diversity and inclusion and also encourage more employees to get involved and be more proactive in Equality, Diversity & Inclusion matters. Measurement: This is in place and there are success stories	Yes
	Address gender-based negative language in the workplace using posters and communications or other materials.	This will demonstrate the importance of equality, diversity and inclusion and also encourage positive conversation. It will also ensure that women in the organisation are treated equally and fairly. It is also in line with our Equally Safe at Work Accreditation. Measurement: These are in place. Qualitative data capture to establish how valuable people find these	Yes
	Run campaigns against the stigma of HIV and discrimination against HIV positive individuals. Link with communities team and	This will demonstrate the importance of equality, diversity and inclusion and also	Yes

	ACHSCP colleagues to support the promotion of testing.	<p>encourage positive conversations. This is also in line with our Fast Track cities pledge.</p> <p>Measurement: This is in place. Qualitative data capture to establish how valuable people find this.</p>	
	Targeted promotional material across the organisation to dispel myths associated with disability and to promote support.	<p>This will ensure that regular knowledge and information about disability is shared across the organisation. This will also encourage discussions about disability. This will demonstrate the importance of equality, diversity and inclusion and create an environment where an employee with a disability may feel more comfortable disclosing or discussing this with their colleagues and managers.</p> <p>Measurement: Increased employee disclosure of disability status.</p>	Yes
	Review and improve the process for managers seeking support with reasonable adjustments for employees. Engagement with various teams across the	This will ensure that more managers get support they need when it comes to reasonable adjustments. Having better support and guidance will ensure	Yes

	<p>organisation will be required for this.</p>	<p>that reasonable adjustments across the organisation are appropriate and more widely adopted. This should provide a better experience for employees with disabilities.</p> <p>Measurement: Increased employee disclosure of disability status and qualitative feedback suggesting positive experiences of being supported at work.</p>	
	<p>Champion anti-racism by ensuring that the subject of race and racism is communicated across the organisation with shared learning to all. Leaders in the organisation will also regularly communicate the importance of anti-racism. To ensure that work on this is relevant and appropriate, a specific employee network group will be established for anti-racism. Please note, the responsibility will not be on the group itself to do a lot of the work but the group will be a platform for amplifying minority ethnic voices, consultation, feedback, engagement, idea generation</p>	<p>This will ensure that regular knowledge and information about anti-racism is shared across the organisation. It will demonstrate the importance of equality, diversity and inclusion and also encourage positive conversation. It will also ensure that those from minority ethnic backgrounds in the organisation are treated equally and fairly.</p> <p>Measurement: This is in place. Qualitative data capture to establish how valuable people find this.</p>	<p>Yes</p>

	and also an overseer of meeting the Equality and Human Rights Committee's recommendations. Full support will be given from People and Organisational Development.		
To encourage more discussion and employee involvement in equality, diversity and inclusion work, spaces and platforms will be required to allow employees a voice for discussion and raising any issues. Some other organisations have groups such as LGBT+ network groups. These allow employees with protected characteristics to engage and connect with others or allies.	Establishment of (virtual) ally and network groups which are employee-led and focus on proactive work and awareness raising.	This will ensure that employees have a space where they can discuss issues and topics which are relevant to them with others from across the whole organisation that they would otherwise not meet or contact. These groups can serve as sounding boards for equality work as well as teams who can provide innovative and proactive ideas to us as an employer. This will demonstrate the importance of equality, diversity and inclusion. Measurement: Number of employee network groups, their success stories and membership numbers.	Yes – with particular focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation
We have been made aware that some of our forms are not fully inclusive. Work has been undertaken to improve a lot of	Review all employer forms to ensure gender inclusiveness	General benefits of inclusion – employer of choice, employee engagement, job satisfaction,	Yes

<p>this and CoreHR / My Job Scotland is in the process of being updated. A further review is required of other employee forms to ensure gender inclusivity.</p>		<p>performance, productivity, attendance, retention etc.</p> <p>This should result in more diversity and representation across the organisation.</p> <p>Measurement: More qualitative – employer of choice – longer term overall workforce diversity stats impact.</p>	
<p>There is the possibility that not all employees in the organisation would be comfortable disclosing their sexual orientation or gender identity. Some organisations are putting initiatives in place to create an environment that is more welcoming for LGBT+ employees as well as those with non-binary gender identities. As society progresses, there is an awareness of using gender-neutral or neo-pronouns as a way of accommodating different gender identities. To accommodate this, there needs to be a way to prevent mis-gendering individuals and an environment where individuals</p>	<p>Explore the possibility of having the choice to include preferred pronouns on email signatures.</p>	<p>This will create an environment where more people may be more comfortable disclosing their preferred pronouns because more people will be doing it regardless of whether they are cis-gender or not. This will demonstrate the importance of equality, diversity and inclusion and create an environment where an employee may feel more comfortable disclosing or discussing their gender identity with their colleagues and managers.</p> <p>Measurement: This is in place. Qualitative data capture to establish how valuable people find this.</p>	<p>Yes</p>

feel comfortable sharing their pronouns with others.			
Teachers and the Trade Union, EIS, raised an issue that some teachers were facing discrimination in school by pupils and that more support around this was required for the teachers and their managers.	Continue work on addressing discrimination faced by some teachers with protected characteristics in classrooms. This includes formal working groups made up of school-based staff, school management, People & Organisational Development and Trade Union representatives.	<p>This will also ensure that those with protected characteristics in the organisation are treated equally, respectfully and fairly while doing their job in school. This will ensure that regular knowledge and information about equality, diversity and inclusion is shared with all stakeholders across the school. This will demonstrate the importance of equality, diversity and inclusion.</p> <p>Measurement: qualitative data from teachers and school management as well as number of reported incidents. Incidents may be initially higher as part of the remit is to ensure that incidents are being reported.</p>	Yes – with particular focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation

In addition, we have ongoing work that will continue which includes:

- The Young Employee Network
- The Equality Ambassadors Network
- People Anytime pages for Equality and Diversity
- A Multi-faith room
- Various policies, guidance documents and procedures for equality and diversity