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**ABERDEEN**
CITY COUNCIL

<u>To</u>:   Councillor Copland, <u>Convener</u>; Councillor Al-Samarai, <u>Vice-Convener</u>; Councillor David Cameron, the Lord Provost; Councillor Steve Delaney, the Depute Provost; and Councillors Boulton, Davidson, Fairfull, Graham, Macdonald, MacGregor, McLeod and Thomson and one Conservative Member.

<u>Trade Union Advisers</u>: Ron Constable and Carole Thorpe (EIS); Kevin Masson and David Willis (GMB); Jason Currie and 1 vacancy (SSTA); Mark Musk and Alison Robertson (UNISON); Joe Craig and Mishelle Gray (UNITE); and Rob Stephen and 1 vacancy (VOICE).

Town House,
ABERDEEN, 23 January 2023

## STAFF GOVERNANCE COMMITTEE

The Members of the **STAFF GOVERNANCE COMMITTEE** are requested to meet in the **Council Chamber - Town House on MONDAY, 30 JANUARY 2023 at 10.00am. This is a hybrid meeting and Members may also attend remotely.**

**The meeting will be webcast and a live stream can be viewed on the Council's website. https://aberdeen.public-i.tv/core/portal/home**

JENNI LAWSON
INTERIM CHIEF OFFICER - GOVERNANCE

## B U S I N E S S

### NOTIFICATION OF URGENT BUSINESS

1.1.    <u>There are no items at this time</u>

### DETERMINATION OF EXEMPT BUSINESS

2.1.    <u>Members are requested to determine that any exempt business be considered with the press and public excluded</u>

**DECLARATIONS OF INTEREST AND TRANSPARENCY STATEMENTS**

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 21 November 2022  (Pages 5 - 8)

**COMMITTEE PLANNER**

6.1.     Committee Business Planner  (Pages 9 - 10)

**NOTICES OF MOTION**

7.1.     Notice of Motion by Councillor Tissera  (Pages 11 - 12)

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

8.1.     None at this time

**GENERAL BUSINESS**

9.1.     Public Holiday - Coronation of King Charles III  - CUS/23/038  (Pages 13 - 16)

**WORKFORCE STRATEGIES**

10.1.     Workforce Delivery  - CUS/23/035  (Pages 17 - 36)

10.2.     Job Families and Capability Framework  - CUS/23/036  (Pages 37 - 60)

**COUNCIL POLICIES AFFECTING STAFF**

11.1.     Use of Locating Systems and Devices Policy - CUS/23/041  (Pages 61 - 84)

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

To access the Service Updates for this Committee please click [here](#)


Website Address: [aberdeencity.gov.uk](http://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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# STAFF GOVERNANCE COMMITTEE

ABERDEEN, 21 November 2022.  Minute of Meeting of the STAFF GOVERNANCE COMMITTEE.  Present:- Councillor Copland, Convener; Councillor Al-Samarai, Vice-Convener; Councillor David Cameron, the Lord Provost; Councillor Steve Delaney, the Depute Provost; and Councillors Blake (as substitute for Councillor Macdonald), Boulton, Davidson, Fairfull (from article 5), Graham, Henrickson (as substitute for Councillor Fairfull for articles 1 to 4), MacGregor, MacKenzie, McLeod and Thomson.

Trade Union Advisers:- Carole Thorpe and Ron Constable (EIS); Kevin Masson and David Willis (GMB); Mark Musk and Brenda Massie (UNISON); Joe Craig (UNITE) and Fiona Sales (UCATT).

**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 AND TRANSPARENCY STATEMENTS

**1.**     There were no declarations of interest nor transparency statements made.

## MINUTE OF PREVIOUS MEETING OF 3 OCTOBER 2022

**2.**     The Committee had before it the minute of its previous meeting of 3 October 2022 for approval.

**The Committee resolved:-**
to approve the minute as a correct record.

## COMMITTEE BUSINESS PLANNER

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

**The Committee resolved:-**
(i)     to note that item 5 (Workforce Strategy) would now be presented to the January meeting of the Committee; and
(ii)     to otherwise note the planner.

**STAFF GOVERNANCE COMMITTEE**
21 November 2022

**DEVELOPING THE YOUNG WORKFORCE AND EMPLOYABILITY PROGRAMMES UPDATE - CUS/22/236**

**4.**     The Committee had before it a report by the Director of Customer which provided an update on progress and activity currently being undertaken within People and Organisational Development in relation to the Developing the Young Workforce commitments and Employability Programmes to support people, and in particular, young people in Aberdeen's communities, into employment as a means of supporting and developing the Council's workforce for the future and responding to recruitment challenges.

**The report recommended:-**
that the Committee –
(a)     note the continuing progress made on the developing the young workforce and employability programmes and the assurance provided within the report, that this work supported the Council's specific recruitment challenges in some areas and/or job roles; and
(b)     note the arrangement of a recognition ceremony for all Kickstart Interns who successfully completed their internship with Aberdeen City Council as detailed in the report, to acknowledge the success of the Kickstart Scheme.

**The Committee resolved:-**
(i)     to note that officers would clarify the number of young people who had participated in the Kickstart Scheme and were still employed by the Council, and circulate this information to Members outwith the meeting;
(ii)    to thank staff for the work that had gone into the programmes and the report; and
(iii)   to approve the recommendations.

**CORPORATE HEALTH & SAFETY QUARTERLY UPDATE - JULY TO SEPTEMBER 2022 - COM/22/262**

**5.**     The Committee had before it a report by the Director of Commissioning which presented statistical health and safety performance information for the three month reporting period July to September 2022 to provide Members with the opportunity to monitor compliance with health and safety legislation.

Members asked a number of questions in relation to the report, including the statistics around incidents of unacceptable behaviour.

**The report recommended:-**
that the Committee note the report and provide comment on the health, safety policy, performance, trends, and improvements.

**STAFF GOVERNANCE COMMITTEE**
21 November 2022

**The Committee resolved:-**
to note the report.


**MENOPAUSE AWARENESS AND SUPPORT - CUS/22/263**

**6.** The Committee had before it a report by the Director of Customer which provided an update on support currently available for employees around menopause; highlighted legislation changes in this area that could mean changes to policy, guidance and practice; and sought approval from Committee to sign up to a pledge which would support this area of work.

**The report recommended:-**
that the Committee –
(a) agree that the Convener and Vice Convener of Staff Governance Committee sign the Menopause Workplace Pledge run by Wellbeing of Women;
(b) note the current and future planned work by People and Organisational Development on menopause support; and
(c) instruct the Chief Officer - People and Organisational Development to report back to Committee following the accreditation on the Pledge if any further work was required to ensure the Council was meeting the best practice required including any new policies or updates to policies.

**The Committee resolved:-**
(i) to approve the recommendations; and
(ii) to agree that the Group Leaders also be invited to co-sign the Pledge.


**PREGNANCY LOSS SUPPORT - CUS/22/264**

**7.** The Committee had before it a report by the Director of Customer which provided an update on work currently being undertaken for employees around pregnancy loss and sought approval from Committee to sign up to a pledge which would support this area of work.

**The report recommended:-**
that the Committee –
(a) agree that the Convener and Vice Convener of Staff Governance Committee sign the Pregnancy Loss Pledge run by the Miscarriage Association;
(b) note the current and future planned work by People and Organisational Development on pregnancy loss; and
(c) instruct the Chief Officer - People and Organisational Development to report back to Committee following the accreditation on this Pledge if any further work was required to ensure the Council was meeting the best practice required including any new policies or updates to policies.

**STAFF GOVERNANCE COMMITTEE**
21 November 2022

**The Committee resolved:-**
(i)     to note that officers welcomed the feedback from Members in relation to (a) noting that the Pledge did not make reference to those who may have had an abortion; and (b) did not include detail of the differing legal requirements in respect of stillbirths and miscarriages, and that officers would seek to incorporate this feedback in the support provided by the Council;
(ii)    to approve the recommendations; and
(iii)   to agree that the Group Leaders also be invited to co-sign the Pledge.
-    **COUNCILLOR NEIL COPLAND, <u>Convener</u>**

| | 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 | **30 January 2023** | | | | | | | | |
| 4 | Job Families / Capability Framework Report | To provide an update on the capability framework | | Darren Buck | People & Organisational Development | Customer | 2.2 | | |
| 5 | Public Holiday - Coronation | To seek approval of the additional public holiday | | Kirsten Foley | People & Organisational Development | Customer | 1.2 | | |
| 6 | Workforce Delivery | To present the delivery plan following approval of TOM 1.2 | | Isla Newcombe | People & Organisational Development | Customer | 2.2 | | |
| 7 | Use of Locating Systems and Devices Policy | To seek approval of the policy | | Kirsten Foley | People & Organisational Development | Customer | 2.5 | | |
| 8 | **13 March 2023** | | | | | | | | |
| 9 | Mental Health Action Plan - Annual Update | To provide an update in relation to the employee mental health action plan | | Kirsten Foley | People & Organisational Development | Customer | 3.3 | | |
| 10 | Equality Outcomes Report Update | To present to committee following consideration of the Equality Outcomes at Anti Poverty and Inequality Committee in March | | Darren Buck | People & Organisational Development | Customer | 2.6 | | |
| 11 | Whisteblowing Policy and Procedure | To seek approval of the policy | | Isla Newcombe | People & Organisational Development | Customer | 2.5 | | |
| 12 | Corporate Health & Safety Quarterly Update | For period to 31 December 2022 | | Colin Leaver | Governance | Commissioning | 3.3 | | |
| 13 | EAS Annual Progress Update Occupational Health and Absence Annual Update January 2021 – December 2021 | To present an annual report for the EAS/OH & Sickness Absence figures | | Kirsten Foley | People & Organisational Development | Customer | 2.7 | | |
| 14 | **15 May 2023** | | | | | | | | |
| 15 | Employee Assistance Scheme/Occupational Health/Sickness Absence Six Monthly Report | To present the six monthly report for the EAS/OH & Sickness Absence figures | | Kirsten Foley | People & Organisational Development | Customer | 2.7 | | |
| 16 | Corporate Health & Safety Quarterly Update | For period to 31 March 2023 | | Colin Leaver | Governance | Commissioning | 3.3 | | |
| 17 | **26 June 2023** | | | | | | | | |

| | 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 |
|---|---|---|---|---|---|---|---|---|---|
| | | A | B | C | D | E | F | G | H | I |
| 18 | Risk Register | To present the annual risk register update | | Isla Newcombe | People & Organisational Development | Customer | GD 8.4 | | |
| 19 | | | | 4 September 2023 | | | | | |
| 20 | Corporate Health & Safety Quarterly Update | For period to 30 June 2023 | | Colin Leaver | Governance | Commissioning | 3.3 | | |
| 21 | Equality and Diversity Policy & Action Plan | To report back on the revised policy and update on the action plan | | Isla Newcombe | People & Organisational Development | Customer | 2.6 | | |
| 22 | Family Friendly Policy | To seek approval of the policy | | Isla Newcombe | People & Organisational Development | Customer | 2.5 | | |
| 23 | Special Leave Policy | To seek approval of the policy | | Isla Newcombe | People & Organisational Development | Customer | 2.5 | | |
| 24 | Staff Governance Committee Effectiveness Report | To present the annual effectiveness report | | Isla Newcombe | People & Organisational Development | Customer | GD 8.5 | | |
| 25 | | | | 13 November 2023 | | | | | |
| 26 | Employee Assistance Scheme/Occupational Health/Sickness Absence Six Monthly Report | To present the six monthly report for the EAS/OH & Sickness Absence figures | | Kirsten Foley | People & Organisational Development | Customer | 2.7 | | |
| 27 | Leadership and Management Development Update | SGC 03/10/22 - to agree that an annual update on the refreshed approach to leadership and management development be presented to Committee | | Sandie Scott | People & Organisational Development | Customer | 2.4 | | |
| 28 | Managing Substance Misuse Policy | To seek approval of the policy | | Isla Newcombe | People & Organisational Development | Customer | 2.5 | | |
| 29 | Corporate Health & Safety Quarterly Update | For period to 30 September 2023 | | Colin Leaver | Governance | Commissioning | 3.3 | | |
| 30 | Corporate Health & Safety Policy | To present the revised Health & Safety Policy, subject to approval being required | | Colin Leaver | Governance | Commissioning | 2.5 | | |
| 31 | Developing Young Workforce / Employability Update | To present the annual update | | Lesley Strachan | People & Organisational Development | Customer | 2.2 | | |
| 32 | | | | 2024 | | | | | |
| 33 | Employee Code of Conduct | To present an update on the Employee Code of Conduct | | Isla Newcombe | People & Organisational Development | Customer | 2.5 | | |
| 34 | Managing Performance Policy and Procedure | To seek approval of the policy | | Isla Newcombe | People & Organisational Development | Customer | 2.5 | | |
| 35 | Supporting Attendance and Wellbeing Policy | To seek approval of the policy | | Isla Newcombe | People & Organisational Development | Customer | 2.5 | | |

**Notice of Motion for Staff Governance Committee**

That the Committee:

Notes the decision of the Council on the 14th of December 2022 regarding Statutory Services.

Notes that a response to Unison's questions is due to be circulated in January and requests that the response be placed before the Staff Governance Committee for further consideration.

Agrees that it is in the public interest, that answers to the 12 questions asked by UNISON are considered at this Committee which as part of its remit seeks to maintain good relationships and model a partnership approach between the Council and trade unions; provide a decision-making forum, for the resolution of staffing matters that cannot be resolved through normal processes including but not restricted to conditions of service.

1. Does the council hold independent legal advice that supports the view that it is within the statutory competence of a local authority to seek to offload its statutory powers and duties? Will it publish such advice?

2. Does the council hold independent legal advice that supports the view that it is within the statutory competence of a local authority to seek to offload its statutory powers and duties without having due regard to sustainability and the equal opportunity requirements? Will it publish such advice?

3. Will the council publish a list of the agencies identified as possible transfer partners?

4. Will the council publish the criteria used to make that initial assessment of possible transfer partners and publish any written assessment of the merits of each proposed transfer?

5. Has the council consulted, formally or informally, with possible transfer agencies? If so, will the council publish the findings of that consultation?

6. In assessing the suitability of proposed transfer partners, did the council assess the capacity of the transfer partner to assume the role of duty bearer in relation to statutory obligations such as equality, human rights, Fairer Scotland Duty, environmental sustainability and climate change?

7. Has the council consulted, formally or informally, with Scottish Government? If so, will the council publish the notes, correspondence or findings of that engagement?

8. Has the council consulted, formally or informally, with local government partners, SOLACE or CoSLA? If so, will the council publish the notes, correspondence, or findings of that engagement?

9. Has the council assessed the beneficial impact of local democratic control and accountability to the function under review and will the council publish

the findings of that assessment of local democracy for each individual activity?

10. Will the council agree to engage with each of the statutory bodies tasked with promoting equality, human rights, socio-economic justice and environmental sustainability and act on any guidance they provide as to how to proceed?

11. Is there any document or information held by the council that indicates in broad terms how such transfers are intended to generate a saving and the broad scale of the saving the council anticipates?

12. Does the council hold any information that tends to indicate the basis on which any financial benefit will accrue to the council and not transfer to the partner agency for the benefit of the continuing statutory function?

**Councillor Deena Tissera**

**ABERDEEN CITY COUNCIL**

| COMMITTEE | Staff Governance Committee |
|---|---|
| DATE | 30 January 2023 |
| EXEMPT | No |
| CONFIDENTIAL | No |
| REPORT TITLE | Coronation of King Charles III Public Holiday |
| REPORT NUMBER | CUS/23/038 |
| DIRECTOR | Andy MacDonald |
| CHIEF OFFICER | Isla Newcombe |
| REPORT AUTHOR | Kirsten Foley |
| TERMS OF REFERENCE | 1.2 |

## 1. PURPOSE OF REPORT

1.1 This report proposes the granting of an additional public holiday for staff on Monday 8 May 2023 to mark the celebration of the coronation of His Majesty King Charles III.

## 2. RECOMMENDATION

2.1 That the Committee approves the granting of an additional public holiday on 8th May 2023.

## 3. CURRENT SITUATION

3.1 The UK Government and Scottish Government have announced that there will be an extended long weekend in May 2023 to mark the King's coronation.

3.2 The Scottish Government acknowledges that it is for each local authority to determine which dates will be classed as public holidays.

3.3 The Scottish Government has expressed their view that it is important that families in Scotland are also able to participate in the Coronation celebrations.

3.4 ACC recognises 7 public holidays; for the majority of staff, these fall on Good Friday, May Day, Christmas Day, Boxing Day, Hogmanay, New Year's Day and 2nd January, with days being substituted where a public holiday falls on a weekend day. Craft workers do not have a public holiday on Good Friday, and instead have an Autumn holiday on the 4th Monday of September. The rest of the public holidays are the same as for other employees.

3.5 In 2022 there were two additional public holidays recognised by the Council, one to recognise the Diamond Jubilee and the other to mark the passing of Her Majesty the Queen.

## 4.    FINANCIAL IMPLICATIONS

4.1    The cost of paying enhanced rates for essential service delivery is estimated at £23,000 - £25,000.

Service budgets will be charged with the additional costs outlined; this growth will be reflected in budget planning for 2023/24.

## 5.    LEGAL IMPLICATIONS

5.1    Regulation 5 of the Schools General (Scotland) Regulations 1975, as amended, requires schools to be open for a minimum of 190 days in a school year. However, section 133(4) of the Education (Scotland) Act 1980 allows Scottish Ministers, on application by a local authority, to modify this requirement providing they are satisfied that it would be unreasonable for Regulation 5 to apply.

5.2    The Scottish Government have opted not to put in place an additional day of school closure to celebrate the coronation. They have indicated that if an additional public holiday or leave day would cause a reduction in teaching days, a council will require to seek permission for this from the Scottish Government Learning Directorate through an e-mail request, in accordance with the statutory provisions noted in paragraph 5.1. This was addressed in a letter sent from the Learning Directorate to Directors of Education on 9/12/22. This letter can be found as appendix 1 to this report.

5.3    A report requesting delegated authority for the Chief Education Officer to make a formal request to Scottish Government for an additional closure day, subject to the Staff Governance Committee approving the recommendation at 2.1, is to be considered at the meeting of the Education and Children's Services Committee on 24th January 2023.

5.4    The Scottish Government has confirmed in the letter of 9/12/22 that the SQA exams timetabled to take place on 8th May 2023 will be moved to another date.

## 6.    RISK

| Category | Risk | Primary Controls/Control Actions to achieve Target Risk Level | Target Risk Level (L, M or H) | Does Target Risk Level Match Appetite Set? |
|---|---|---|---|---|
| **Strategic Risk** | None identified | | | |
| **Compliance** | None identified | | | |
| **Operational** | There is a risk that service users will not be able to | Normal public holiday service delivery levels will be applied | L | Yes |

| | access the services they require due to the additional holiday | in all essential service areas | | |
|---|---|---|---|---|
| **Financial** | There is an additional cost in respect of paying enhanced public holiday rates for staff working on the public holiday | Staffing levels will be the minimum to allow for safe service delivery | L | Yes |
| **Reputational** | None identified | | | |
| **Environment / Climate** | None identified | | | |

## 7. OUTCOMES

7.1 The proposals in this report have no impact on the Council Delivery Plan.

## 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

10.1 Letter from Learning Directorate to Directors of Education dated 9/12/22

## 11. REPORT AUTHOR CONTACT DETAILS

| Name | Kirsten Foley |
|---|---|
| **Title** | Employee Relations and Wellbeing Manager |
| **Email Address** | KFoley@aberdeencity.gov.uk |
| **Tel** | 07789 914445 |

Scottish Government
Riaghaltas na h-Alba
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Directors of Education

9 December 2022

Dear Colleague,

**KING CHARLES III CORONATION – 8 MAY 2023**

You will be aware that His Majesty King Charles III will celebrate His Coronation in May next year.

The First Minister has confirmed, along with the other nations of the United Kingdom, the introduction of a Bank Holiday to mark the celebration of His Majesty's Coronation. In relation to schools in Scotland, Ministers have confirmed their view that it is important that families in Scotland are also able to participate in the Coronation celebrations next year and is supportive of these days being taken as school holidays.

If your local authority intends to close public schools in its area on 8 May 2023 to mark His Majesty's Coronation, such closures might result in a breach of the requirement in Regulation 5 of the Schools General (Scotland) Regulations 1975 (which requires authorities to secure that schools are open for 190 school days in every school year). Where this would be the case, an application for a direction under section 133(4) of the Education (Scotland) Act 1980 exempting your authority from that requirement to the necessary extent should be submitted to exceptionalclosure@gov.scot.

We are conscious that SQA exams were scheduled to take place on this date. In light of the announced public holiday, no exams will now take place on 8 May. SQA has engaged with partners in finalising where the relevant exams should be moved within the existing timetable, and will be informing centres of the finalised arrangements shortly.

With regard to early learning and childcare (ELC), the decision on how to approach the public holiday is at local authority discretion and Local Authorities should consider how their services are provided in line with the statutory obligation to provide 1140 hours of funded ELC over the course of the year.

If you have any further comments or concerns please feel free to contact me.

Cidhe Bhictòria, Dùn Èideann, EH6 6QQ
Victoria Quay, Edinburgh  EH6 6QQ
www.gov.scot

**Sam Anson**
Deputy Director: Workforce, Infrastructure and Digital

**ABERDEEN CITY COUNCIL**

| COMMITTEE | Staff Governance Committee |
|---|---|
| DATE | 30 January 2023 |
| EXEMPT | No |
| CONFIDENTIAL | No |
| REPORT TITLE | Workforce Delivery |
| REPORT NUMBER | CUS/23/035 |
| DIRECTOR | Andy Macdonald |
| CHIEF OFFICER | Isla Newcombe |
| REPORT AUTHOR | Isla Newcombe |
| TERMS OF REFERENCE | 2.2 |

## 1. PURPOSE OF REPORT

1.1. To present to Staff Governance Committee the overarching plan for delivery of the approved workforce strategy which formed part of TOM 1.2.

1.2. To provide background and context for this delivery plan.

## 2. RECOMMENDATIONS

2.1. To note the delivery plan relating to the approved workforce strategy as part of TOM 1.2, contained within Appendix B, and that the Chief Officer – People and Organisational Development will present reports to the committee where required as the work progresses; and

2.2. To note the engagement exercises that have fed into the development of the plan, outlined at Appendix A, and the approach to workforce engagement to be taken as the Council moves through the next phase of transformation and the implementation of the delivery plan.

## 3. CURRENT SITUATION

3.1. In August 2017 Council approved the 'Building a Council of the Future' report which set out our Target Operating Model (TOM) and the workforce required to deliver the TOM.

3.2. In 2019 our Guiding Principles were created by staff as the articulation of the culture that is needed to deliver against the TOM. In 2019, our Workforce Plan set out how we would develop our culture defined by our Guiding Principles. From 2017 to 2021 we made significant headway in our workforce change agenda. This was reported to committee as an overview in early 2022.

3.3. In August 2022, our TOM 1.2 was approved by Council, setting out the direction of travel for our transformation programme, with the workforce strategy being agreed as a core part of this document.

3.4. The workforce strategy outlined as part of TOM 1.2 is an **enabling** strategy and, as such, plays a key role in supporting delivery across each of the Council's commitments as set out in the: -

- Council's Statutory Obligations
- Local Outcome Improvement Plan (LOIP)
- Council's Policy Statement
- Regional, Partnership and Aberdeen City Council Strategies
- Our commissioning intentions

3.5. The strategy, and the delivery against it, is a key enabler in shifting the demand for, and increasing the efficiency of, council services. As such, it is informed by, supportive of and aligned to the Medium-Term Financial Strategy (MTFS).

3.6. As outlined in TOM 1.2, the workforce strategy and the delivery plan were developed alongside, and align with, the Estates strategy, the Early Intervention and Prevention Strategy and the Digital, Data & Customer strategy.
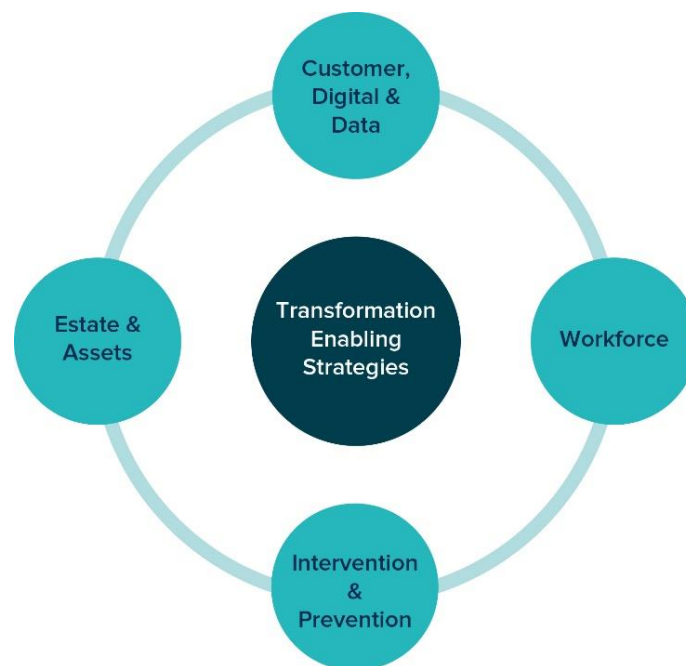
4. **Key Drivers**

  4.1. Our workforce strategy and the delivery plan have been built with consideration of the external environment and will need to continue to adapt over the next 5 years in response to the changing external and internal environment and any key government policy drivers and upcoming legislative changes. Whilst not exhaustive, areas that must necessarily have an impact on our direction of travel include:

  **4.2. External Drivers**

- Scottish Government Policy Direction – Set out in the Programme for Government
- Fair Work Principles
- Equalities - Equality and Human Rights Commission Inquiry Response – Race, Equality, Employment and Skills 2020, Scottish Government Equality Framework and Action Plan
- Legislation – UK Government direction of travel on employment law and legislative requirements on employers and local government bodies in Scotland
- UK Government Good Work Plan
- National Care Service
- Early Learning and Childcare Provision requirements
- Resources for local government
- Educational policy in Scotland including the UN Convention on the Rights of the Child; Curriculum for Excellence; Getting it Right for Every Child (GirFeC); The Promise and SQA Assessment Arrangements
- Supporting Employability – the young persons' guarantee, impact of the pandemic on our young people and their futures, our duty towards care experienced young people
- Customer Expectations – at a national and local level the expectations of the public sector and public sector workers has been changing since before the pandemic – as set out in the C21st public servant
- Skills and the Labour Market - EU Exit and UK skills shortages
- The climate change crisis
- National and local economy and the cost-of-living crisis
- National priorities regarding industrial relations
- Nationally determined terms and conditions of employment

  **4.3. Internal Drivers**

- Target Operating Model 1.2 and the delivery of the workforce strategy and the transformation programme outlined therein
- Our local partnerships and the organisations we work closely with including our Arms Length External Organisations and our Integrated Joint Board the Aberdeen Health and Social Care Partnership
- Hard to fill roles and local skills shortages
- Medium Term Financial Strategy
- Shifting staff expectations and experiences of work - including hybrid and flexible working, equalities and work/life balance
- Local Industrial Relations and expectations
- Staff absence rates, shifting requirements around wellbeing and in-work support

**5. TOM 1.2 – Workforce Strategic Outcomes**

5.1. Our Guiding Principles were created by our employees to guide the way we work, the way we behave, and make sure we all have the same understanding of what it means to work here. They provide a framework, owned by employees, **for the strategic workforce outcomes or 'what will success look like', as set out in Tom 1.2**:

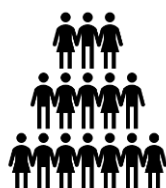| What will success look like? | Why are we doing this? | What needs to be done? |
|---|---|---|
| • A workforce that delivers on our purpose, flexibly and adaptively, focusing on the areas of greatest impact through early intervention and prevention<br><br>• Our workforce is able to change, improve, think and act in radically different ways<br><br>• Collectivism and collaboration is the norm, diverse voices within the organisation have a platform<br><br>• Our workforce is empowered to act at the point of need<br><br>• We recognize individual skills and passions and reward delivery against our core purpose | • To reduce demand on our services and harms to our people and place<br><br>• To improve and adapt services responding to reducing resources<br><br>• Our workforce should be representative of our community<br><br>• Empowered people will take effective decisions to meet the needs of our customers, and with the effective use of data and digital allows limited public resources to be targeted<br><br>• Approaches to recognition and reward need to be modernized in line with our shifting workforce demographic | • Redesign services against organisational design principles<br><br>• Use job families and worker styles to provide a framework to support our varied workforce in their development aligned to our priorities<br><br>• Build on our approaches to hybrid and flexible working through effective use of digital, guidance and workspaces<br><br>• People Change toolkits and management development<br><br>• Workforce plans in place that focus on talent pipelines and our equality outcomes<br><br>• Build self-managing communities and self-managing teams<br><br>• Reduce layers of management<br><br>• Build feedback structures with our workforce of the future in mind |

**6. Delivery**

6.1. The purpose of our workforce strategy is to take the organisational learning from our transformation since 2017, an appreciation of the shifting local and national context, the challenges faced by all councils and the need to drive change, to set out our path of workforce transformation for the next 5 years that will build the workforce of the future. We will achieve these outcomes through the following levers with objectives aligned to each. **The objectives are contained within Appendix A.**
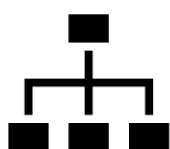
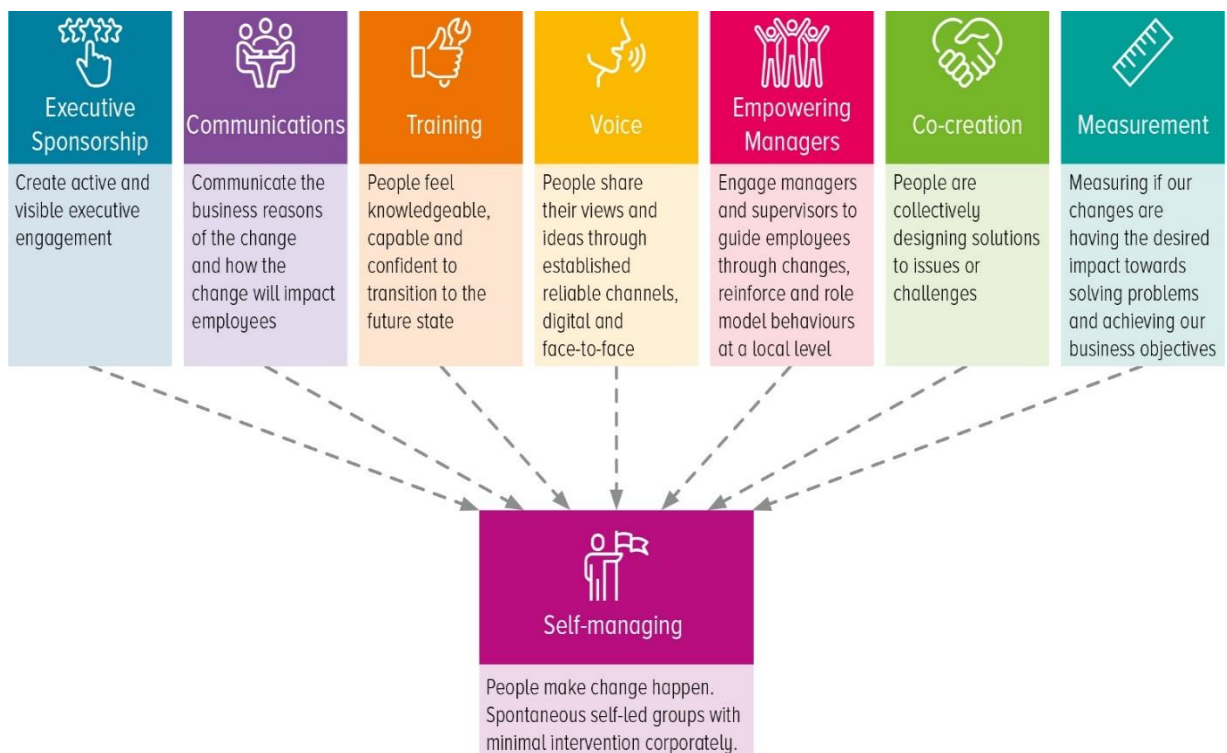| **Right Structures** | **Right People** | **Right Skills** | **Right Place** | **Right Support** |
|---|---|---|---|---|
| Setting up our council in a way that supports our cultural aspirations | Building our capacity through attracting, recruiting, moving talent | Building capability through awareness, desire, knowledge and ability | Working where and when is best for the work and the customer | Supporting employees to thrive, personally and professionally. |

7. **How we engage with the workforce**

7.1. Our approach to employee engagement has developed extensively since 2017. We have used a range of channels to better understand the employee perspective, particularly within holistic change management, and this has been considered in the creation of this strategy.

7.2. We have utilised a range of engagement techniques and tools since 2017 to provide both specific information on a particular change or improvement and holistic information about the staff experience, drivers, attitudes and skills and knowledge. These methods include face to face discovery; information roadshows; webinar and Q&A sessions; online surveys; yammer polls and comments; and comment and feedback on intranet posts. These have covered a variety of topics including but not limited to ways of working including hybrid working; mental health and wellbeing; experiences of covid-19; a series of frontline engagements; how change is experienced, led and managed; and equalities and diversity. To develop the delivery plan the engagements taken account of are listed in Appendix A.

7.3. **Right for everyone** – As we deliver our interventions we will utilise and review engagement, feedback and success measurements to determine the inclusivity and the impact of our work against our intended outcomes and will adapt our approaches where needed.

7.4. As we move forward with the delivery of our strategy, we are committed to an approach to change which is inclusive and engaging, with ownership for change sitting wherever possible with those whom it impacts. Our approach to change, communication and engagement includes 8 pillars which ensure that this is the case:



| Executive Sponsorship | Communications | Training | Voice | Empowering Managers | Co-creation | Measurement |
|---|---|---|---|---|---|---|
| Create active and visible executive engagement | Communicate the business reasons of the change and how the change will impact employees | People feel knowledgeable, capable and confident to transition to the future state | People share their views and ideas through established reliable channels, digital and face-to-face | Engage managers and supervisors to guide employees through changes, reinforce and role model behaviours at a local level | People are collectively designing solutions to issues or challenges | Measuring if our changes are having the desired impact towards solving problems and achieving our business objectives |

**Self-managing**

People make change happen. Spontaneous self-led groups with minimal intervention corporately.

## 8. Measuring our impact

8.1. Alongside our continued engagement with staff and trade unions and the adjustment of our delivery as a result of this and any changes to the external or internal drivers, key areas will be tracked for the impact and adjustments made accordingly to respond.

These include as examples, but are not restricted to:

- Absence levels across the organisation, reasons for absence and uptake of employee assistance and Occupational Health;
- the use of internal or flexible models for resourcing capacity; turnover rates
- the numbers of our young workforce aged 16 to 24 and 25 to 29;
- the number and scope of Foundation, Modern and Graduate Apprenticeships
- the numbers of roles attached to talent pipelines or training programmes;
- the % of staff who feel connected to our purpose; the perception of staff that change is well managed;
- the scope and number of employee led and self-managed networks including membership of Equality, Diversity & Inclusion (ED&I) working groups;
- numbers of managers undertaking development opportunities;
- trained coaches and mentors and number of coach and mentoring matches;
- mandatory and essential training completion; the satisfaction and impact of training;
- digital adoption figures;
- reduction in transactional, first level, queries across our HR Service Centre and Centres of Expertise;
- gender pay gap and ethnicity pay gap data;
- pension enrolment figures; utilisation of employee benefits

## 9. FINANCIAL IMPLICATIONS

9.1. Delivery will be funded from existing budgets. This will continue to evolve and develop as the Medium Term Finance Strategy is updated to reflect decisions taken by Council

## 10. LEGAL IMPLICATIONS

**10.1** There are no direct Legal implications arising from the recommendations of this report, although many of the approaches mentioned in the delivery plan will assist the Council in meeting its duties under the Equality Act 2010 and other employment duties towards staff.
.

## 11. ENVIRONMENTAL IMPLICATIONS

11.1. Projects contained within the delivery plan will include elements of addressing awareness and behaviour change relating to environmental impacts and sustainability and therefore are an enabler to the Council's approach to achieving net zero.

## 12. RISK

| Category | Risks | Primary Controls/Control Actions to achieve Target Risk Level | *Target Risk Level (L, M or H) *taking into account controls/control actions | *Does Target Risk Level Match Appetite Set? |
|---|---|---|---|---|
| **Strategic Risk** | Failure to deliver the Council's Target Operating Model 1.2, including the Workforce Strategy, and the Medium Term Financial Strategy. | This plan is essential to delivery of the Workforce Strategy which will mitigate against the risk of the non-delivery of TOM 1.2. | L | **Yes** |
| **Compliance** | None | | | |
| **Operational** | Failure to deliver the Workforce Strategy and as a result, failure to support operational delivery through transformation. | This plan is essential to delivery of the Workforce Strategy which will mitigate against the risk of the non-delivery of TOM 1.2. | L | **Yes** |
| **Financial** | Failure to deliver the Workforce Strategy will impact on delivery of the Medium Term Financial Strategy. | This plan is essential to delivery of the Workforce Strategy which will in turn mitigate against the risk of the non-delivery of TOM and the MTFS. | L | **Yes** |
| **Reputational** | Failure to adequately plan and prepare for delivery of the Workforce | Engagement with stakeholders is key to delivery of the Strategy. The Workforce Plan outlines our | L | **Yes** |

| | Strategy could have a detrimental reputational impact. | engagement approach. | | |
|---|---|---|---|---|
| **Environment / Climate** | None | | | |

## 13. OUTCOMES

| COUNCIL DELIVERY PLAN 2022-2023 |
|---|

| | **Impact of Report** |
|---|---|
| **Aberdeen City Council Policy Statement**<br><br>**Working in Partnership for Aberdeen** | Development of talent pipelines, employability schemes and apprenticeship models as well as the Abz Works scheme support the intention to enable positive futures for our city's young people<br><br>Cost of living support for staff is built into our approach to being a caring employer<br><br>All other aims are supported by developing our workforce holistically |

| Aberdeen City Local Outcome Improvement Plan 2016-26 |
|---|

| | |
|---|---|
| Prosperous Economy Stretch Outcomes | The proposals within this report support the delivery of LOIP Stretch Outcome 1-3 as the plan includes expansion of employability programmes and utilisation of talent pipelines such as apprenticeships. |
| Prosperous People Stretch Outcomes | The proposals within this report support the delivery of all Children & Young People Stretch Outcomes 6 to 7 in the LOIP.<br><br>**The proposals within this report support the delivery of People Stretch Outcome 6:**<br><br>• 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.<br><br>The key drivers for this outcome are: |

| | 6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs) |
| | 6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school |
| | 6.3 Ensuring children, young people and families understand the pathways available to them and skills required for the future |
| | Outcome 12 is supported through our review of the substance misuse policy |
| Prosperous Place Stretch Outcomes | This section is supported as climate change awareness is a key developmental and strategic priority from a people perspective |
| | |
| **Regional and City Strategies** | Ensures we have the capability internally to deliver on these regional and city strategies |

## 14.  IMPACT ASSESSMENTS

| Assessment | Outcome |
|---|---|
| **Integrated Impact Assessment** | Pre-screening form completed, full impact assessment not required. |
| **Data Protection Impact Assessment** | Not required |

## 15.  BACKGROUND PAPERS

15.1  TOM 1.2
15.2  Workforce plan 2019-2022
15.3  Workforce plan update

## 16.  APPENDICES

**16.1  Appendix A – Workforce engagement**
**16.2  Appendix B – Workforce Delivery Plan**

## 15.  REPORT AUTHOR CONTACT DETAILS

| Name | Isla Newcombe |
|---|---|
| Title | Chief Officer People and Organisational Development |
| Email Address | inewcombe@aberdeencity.gov.uk |

## Appendix A - Engagement Relevant to the Delivery Plan to Date

| Date | Engagement Type | Topic | Key Themes | Target Audience |
|------|-----------------|-------|------------|-----------------|
| Autumn 2018 | Discovery (face to face) | Guiding Principles | Co-creation of organisational culture | All staff (2000 engaged) |
| Autumn 2020 | Feedback - MS Form | Future of Work survey | Staff experience Staff engagement Pulse check Health and wellbeing Experience of leaders | All staff (1800 responded) |
| 2021-2022 Ongoing | Discovery (Virtual and face to face) | Smarter Working - Team plan activities | Future ways of working Learnings from Covid Optimum collaboration for customer focus | People Managers |
| Winter 2021 - 2022 | Discovery (Virtual and face to face) | Frontline CR&D and workerstyle engagement | Improve engagement and Communication for frontline colleagues | Frontline Staff |
| Ongoing | Discovery (Virtual and face to face) | Capability Framework- Job families - mandatory training | Tailoring our learning offer Maximising relevance and take-up | People Managers (initially) |
| Ongoing | Trade unions | weekly DUE meeting; consultation on paper | Partnership working and workforce feedback | TU colleagues |
| Ongoing | Staff working groups | Equalities, Diversity & Inclusion | Mainstreaming of Equalities | Equality Ambassadors Network: currently 81 employees ED&I Working Groups: currently 27 employees |
| Ongoing | Staff working groups | Digital | Digital Skills Learning techniques Readiness for change | 334 Digital Champions |
| Ongoing | Staff working groups | Mental Health and Wellbeing | Colleague wellbeing | 80 MH First Aiders |

| | | | Self-managed teams Reducing stigma | |
|---|---|---|---|---|
| Ongoing | Staff working groups | Climate Change | Learning techniques Readiness for change | 67 Green Champions |
| July 22 | Virtual - discovery | Leadership and Management Programme- shape the management development programme | Co-creation, Leadership & Management Development | People Managers |
| July 22 | Virtual - discovery | People Development- job families / capability framework | Career pathways Internal Development Tailored Employee Engagement | People Managers (70+ involved) |
| September 22 | Face to Face - informal | Equalities, Diversity & Inclusion - updates from ED&I streams / information sharing / development of equality ideas | Equalities, Diversity & Inclusion, Self-managing teams Guiding Principles Co-creation Employee Voice | 20 staff attended |
| October 22 | All-manager survey | Workforce delivery plan | Evaluation form re LF sessions including request to feedback on their burning workforce issue, to inform strategy. | 600 Leadership Forum Members |
| October 22 | Feedback - MS Forms | Star Awards - Feedback on event/future events | Employee Recognition Employee Engagement Guiding Principles Co-creation Employee Voice | Any staff – 50 responses |
| October/ November 2022 | SMT meetings | Smarter Working – within each Cluster | Future of work Learning from Covid Customer Focus | People Managers (45) |

| | | | | |
|---|---|---|---|---|
| November 22 | Face to face - informal | Equalities and Diversity | Equalities, Diversity & Inclusion, Self-managing teams Guiding Principles Co-creation Employee Voice | All staff involved working groups and events and communications |
| Summer 22 – Jan 23 | Informal and formal consultation | Aberdeen City Health & Social Care Partnership | Aligning workforce plans | Senior Team |
| November 22 and ongoing | Informal and formal meetings | Transformation Board | Feedback and alignment to TOM 1.2 and other enabling strategies | Chief Officers and Director |
| November | Meeting | CMT | Alignment to wider priorities | CMT |
| December 22 | Circulated for feedback | Risk Board | Coverage as part of wider agenda to address and mitigate workforce risk around capability and capacity. More in depth discussion to take place In January | Risk Board |
| December / January 23/24 | Face to face | Workforce delivery plan | Employer needs and wants; increasing inclusivity and diversity | ED&I Working Groups |
| December / January 23/24 | Face to face / virtual | Workforce delivery plan | Employer needs and wants | Young Employee Network |
| January 23/24 and ongoing | Face to face / virtual | Workforce delivery plan | Needs and wants of future employers | Selection of young people from schools |

As described in the body of the report, engagement and feedback will continue with stakeholders including staff, trade unions, partners and members of the community as we develop and implement the projects outlined in the delivery plan.
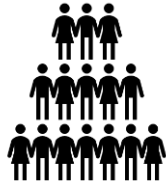
## Our Levers for delivery of our Strategic Outcomes

In order to deliver against the workforce strategic outcomes outlined in TOM 1.2, the following section breaks down our planned activities into five key areas of work, along with specific objectives. These are:
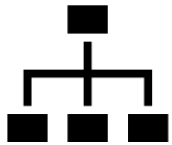
**Right Structures**
Setting up our council in a way that supports our cultural aspirations

**Right People**
Building our capacity through attracting, recruiting, moving talent

**Right Skills**
Building capability through awareness, desire, knowledge and ability

**Right Place**
Working where and when is best for the work and the customer

**Right Support**
Supporting employees to thrive, personally and professionally

**Right for everyone** – As we deliver our interventions we will utilise and review engagement, feedback and success measurements to determine the inclusivity and the impact of our work against our intended outcomes and will adapt our approaches where needed

## Right Structures: setting up our council in a way that supports our aspirations

| Strategic Objectives | 2023/24 | 2024/25 | 2025/26 + |
|---|---|---|---|
| 1. Organisational design principles are in place that ensure flat structures and empowered colleagues; embed 'digital first'; reduce demand through early intervention and prevention and focus on our customer | x | x | |
| 2. Policy review principles are in place that embed early intervention and prevention; take radical action to embed equality, diversity and inclusion and reflect our Employer Equality Outcomes and enshrine co-creation | x | x | |
| 3. Governance systems are in place that mean people are not impeded by hierarchy and are empowered within our structures to take decisions at the lowest appropriate level | x | x | |

| Strategic Objectives | | | |
|---|---|---|---|
| 4. Employee engagement activities within an annual plan that foster participation, innovation, co-creation and empowerment; capture diverse employee voices and ensure frontline colleagues are valued and listened to | x | x | x |
| 5. People Process review principles in place that digitize internal HR customer access and increase self-service whilst fully considering equality, diversity and inclusion and other impacts | | x | |
| 6. Industrial relations are based on positive working relationships with our recognized Trade Unions and have mutual respect at their core | x | x | x |
| 7. Job profiles are visible, accessible and consistent, with accessible language | | x | x |

Right People: Building our capacity through attracting, recruiting, moving talent

| Strategic Objectives | 2023/24 | 2024/25 | 2025/26 + |
|---|---|---|---|
| 1. Aberdeen City Council is seen and promoted as an employer of choice that attracts a diverse workforce where everyone feels valued.<br>• Visibility of jobs through social media and community interaction including schools<br>• Development of broader partnerships with third sector and others for employability within diverse groups | x | x | |
| 2. The movement or recruitment of talent is intelligence-led, planned as talent-pipelines and; connected to shifting demands that aligns to our LOIP outcomes relating to employability; is linked to our approaches for workforce planning and internal career progression and is tailored by job family; addresses areas of occupational segregation and underrepresentation, including in leadership positions<br>• Engage in further employability schemes<br>• Relief pools<br>• Workforce plans enable talent pipeline planning on an annual basis<br>• Flexible job roles<br>• Use of community volunteers | x<br>x | x<br>x | x<br>x |
| 3. Our approach to recruitment and selection is best practice, streamlined, understood and transparent and it utilises a range of assessment tools together with competency-based | x | x | x |

| Strategic Objectives | 2023/24 | 2024/25 | 2025/26 + |
|---|---|---|---|
| interview techniques; is inclusive, addresses unconscious bias and barriers and includes positive action initiatives where they are most needed | | | |
| 4. Career Pathways are clear, structured, visible, inclusive and available and attract and support young people entering our workforce, our data shows sustained improvement in demographics; proactively enabling employees to progress their careers with ACC<br>• Expand re.cr.uit scheme to enable the career progression scheme element and increased use of alternative duties<br>• Commence ABZ Campus Employability Pathways Programme – with work experience placements with key hard to fill areas<br>• Increased number of Foundation Apprentices work placements over broader range of frameworks and increased range of Modern Apprenticeship opportunities<br>• Develop bespoke grow-our-own traineeships for professional roles which are hard-to-fill | x | x<br><br>x<br>x | <br><br>x<br><br>x |
| 5. Workforce Planning is in place for all clusters that clearly defines areas of focus based on data; utilises traineeships, apprenticeships and grow your own schemes for key hard-to-fill roles and targets areas of occupational segregation and supports groups of under-represented staff to be able to progress within the organisation | | x | x |
| 6. Employees feel valued and committed to Aberdeen City Council via a Strategic Reward and Recognition approach | | | x |
| 7. Roles in the organisation will be grouped according to their typical demands and workstyles as 'job families' | x | x | |

Right Skills: Building awareness, desire, knowledge and ability

| Strategic Objectives | 2023/24 | 2024/25 | 2025/26 + |
|---|---|---|---|
| 1. Employees are aware of the purpose and strategic priorities of Aberdeen City Council, understand why they are necessary, and feel connected and committed to the direction of travel through communications and engagement which is relevant to them in their role<br>• Communications and engagement plan in place for the year<br>• Ideas Hub utilised to garner widespread employee ideas | <br><br>x<br>x | <br><br>x<br>x | |

| | 2023/24 | 2024/25 | 2025/26 + |
|---|---|---|---|
| • Frontline "Digital Awareness Days" Roadshows completed across services | x | x | |
| • Clusters' Organisational Structures are able to be shown pictorially for anyone, including relevant systems and networks in line with these Principles | | | x |
| **2.** People change is done in accordance with best practice, excellent communication and engagement is at the heart of how we work with colleagues through change | | | |
| • Our change management approach and toolkit hub launched | x | | |
| • Management development around Change | x | x | |
| 3. A capability framework that is tailored to our key Job Families that provides clarity; embeds strategic goals such as digital transformation, climate change awareness and equality, diversity and inclusion. | x | | |
| 4. All employees have the opportunity and access to personal and professional development through delivery of workforce learning and development that is tailored to job roles and job families and their access needs; makes use of emergent technology and best practice delivery and exemplifies ACC as a learning organisation. | x | x | x |
| 5. People Managers and leaders are confident and competent, supported and enabled through a leadership and management development framework, with coaching at the heart | | | |
| • Aspiring Leaders Programmes | x | x | x |
| • Inspiring Leaders Programme | x | x | x |
| • People Management Programme | x | x | x |
| • Accelerator Programmes | x | x | x |
| • Coaching network launched and coaches / coachees in progress | x | x | x |
| 6. A mentoring scheme and a coaching network are in place that support colleagues' development | x | x | x |

Right Place: Working where and when is best for the work and the customer

| Strategic Objectives | 2023/24 | 2024/25 | 2025/26 + |
|---|---|---|---|
| 1. Smarter working guidance is updated to reflect learning from the pandemic, Scottish Government guidance to enable hybrid working and use of digital tools; ensures we have our customers' needs at the heart and enables the trial of innovative ways of working. | | | |

| | 2023/24 | 2024/25 | 2025/26 + |
|---|---|---|---|
| • Guidance refreshed | x | | |
| • Trial of 4 day working weeks and other innovative patterns of work | | x | x |
| 2. Our workplaces are reconfigured to take account of changing working practices | x | x | |
| 3. Our digital workplace ensures online collaboration is effective through use of digital tools and the ability of staff to use them | x | x | x |

Right Support: enabling employees to thrive, personally and professionally

| Strategic Objectives | 2023/24 | 2024/25 | 2025/26 + |
|---|---|---|---|
| 1. A refreshed performance appraisal, 1:1 and feedback approaches that enable quality feedback, coaching at the heart of management and peer conversations and a focus on team performance as well as individual and that works for our frontline colleagues: | | | |
| • Refreshed appraisal based on feedback | x | x | |
| • 1:1 template and guidance launched and progress supported | x | x | |
| • 360 degree feedback approach | | | x |
| 2. Aberdeen City Council is a supportive, caring employer that provides a range of mental health and wellbeing interventions and support; supports staff through the cost of living crisis; recognizes and supports work/life balance and enables individuals to remain in work or return to work effectively: | | | |
| • Launch of ED&I Hub | x | x | |
| • Ongoing comms and engagement with frontline staff in place to ensure council wide accessibility to support | x | x | |
| • Mental health first aider network expanded and champions utilised | | | |
| • Reasonable adjustment passports and temporary alternative duties rolled out | x | x | |
| • Family friendly policy review including paternity and shared parental leave provision | x | | |
| 3. Support is provided to managers and employees, to reduce absence levels across the organisation and that ensures employees are supported through a range of resources and interventions to remain in work whenever possible and that is beneficial to them; allows support to be targeted to the areas of highest need | | | |

| | | | |
|---|---|---|---|
| • Improvement project terms of reference and plan reported to Performance Board; People & Organisational Development Advisor attendance at SMTs on quarterly basis in place; Absence data dashboard access shared with Service Managers | x | x | |
| • Review of provisions, uptake and efficacy of Occupational Health and Employee Assistance Programme contracts | x | | |
| 4. Aberdeen City Council understands its diversity needs and responsibilities and meets its statutory obligations relating to Equality Diversity and Inclusion (ED&I) | | | |
| • Diversity data is collated in line with best-practice and Scottish Government guidance and is monitored, analysed, reviewed and, where relevant, published regularly and targeted interventions applied where required – mainstreaming progress and main report published; Disability and Ethnicity pay gaps published | x | x | x |
| • As an employer, Aberdeen City Council signs up to and works towards relevant pledges, accreditations and commitments to provide frameworks and accountability around ED&I such as Disability Confident, Equally Safe at Work, Menopause Workplace Pledge, Pregnancy Loss Pledge, Public Sector Joint Commitment to Anti-Racism in Employment and the Armed Forces Defence Employer Recognition Scheme. | x | x | x |
| • Work closely with employees across the organisation and partners in undertaking inclusion activities and "whole system" reviews and interventions from an ED&I perspective (e.g. working closely with colleagues in Education and Early Intervention and Community Empowerment) | x | x | x |
| • New Equality Outcomes set | | | x |
| • Refreshed ED&I action plan to deliver Equality Outcomes | | | x |
| • Disability confident scheme renewal | | | x |
| 5. Employee Networks are in place that provide communities of common interest with collective support that support a diversity of voices that build powerful collective action: | | | |
| • Create "alumni" style groups – communications, ongoing learning, benefits, shared learning and development, ongoing involvement and engagement | x | | |
| • Support the expansion of networks across the organisation including a focus on ED&I, mental health and wellbeing and frontline engagement | | x | |

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**ABERDEEN CITY COUNCIL**

| COMMITTEE | Staff Governance Committee |
|---|---|
| DATE | 30 January 2022 |
| EXEMPT | No |
| CONFIDENTIAL | No |
| REPORT TITLE | Job Families and Capability Framework |
| REPORT NUMBER | CUS/23/036 |
| DIRECTOR | Andy MacDonald, Director - Customer |
| CHIEF OFFICER | Isla Newcombe, Chief Officer – People & Organisational Development |
| REPORT AUTHOR | Darren Buck, Acting People Development Manager |
| TERMS OF REFERENCE | 2.2 |

**1   PURPOSE OF REPORT**

1.1   To outline and seek approval for the Council's approach to job families in line with the approved workforce strategy within TOM 1.2 and the workforce delivery plan, and to share the accompanying refreshed capability framework.

1.2.   To provide assurance to the Committee that employees across the Council will be supported to develop and nurture the capabilities needed to facilitate the organisational culture to strategically orient ourselves to deliver the outcomes of the next phase of our Target Operating Model - TOM 1.2, and ultimately our collective vision for the future of Aberdeen.

**2.   RECOMMENDATIONS**

That the Committee:-

2.1   Approve the Council's new approach to job families;

2.2   Note the Council's refreshed capability framework and the approach to continuous improvement based on staff and trade union feedback;

2.3   Note the approach to development which aligns to the job family approach and our workforce delivery plan;

2.4   Note the extensive engagement that has taken place throughout 2021 and 2022 to develop the job families and refreshed capability framework; and

2.5   Note that a similar approach to the development of two additional job families – Teachers and Chief Officers – will be taken with engagement and input from relevant stakeholders and consideration of their specific needs and requirements.

## 3.     CURRENT SITUATION

### 3.1     Context / Background

3.1.1.  COVID-19 has undoubtedly changed the way we work – and yet our journey to transform ways of working did not start when COVID-19 hit. Our organisational transformation began in 2017, when we embarked on our programme to bring us towards a new ambitious target operating model, TOM 1.1. The aims of our transformation programme included a shift in the way we work, both digitally - in the tools and technology we use to do our jobs; and culturally - in the way we treat one another and our customers, set out in our Workforce Plan.

3.1.2   From 2017 to the start of the pandemic, we made some incredible progress in modernising and delivering services in a more flexible and adaptable way for our customers; and agreeing a new working culture, through our Guiding Principles, created by us – the people of Aberdeen City Council – and for us, to guide the way we work, the way we behave with each other and make sure we all have the same understanding of what it means to work here.

3.1.3   To provide clarity of expectation for the workforce on the knowledge, skills and behaviours required to deliver the intended outcomes of TOM 1.1, we introduced a Capability Framework for all employees in 2019.

3.1.4   The Capability Framework was launched across Aberdeen City Council as part of our appraisal process, CR&D (Continuous Review and Development). With the behaviours required defined by our workforce through the Guiding Principles, the capability framework added skills and knowledge to this, to produce a comprehensive framework describing the individual capability required of each employee.

3.1.5   Shaped under our five Guiding Principles – Purpose, Pride, Team, Trust and Value - the capability framework was structured into four levels reflecting the increasing levels of responsibility and complexity of roles within the organisation.

3.1.6   To enable our employees to develop themselves to meet the capability expectations, we created an online learning platform, The Learning Academy, which hosted a wide range of self-led, team-based and facilitated workshop learning opportunities and resources specific to each capability framework level.

3.1.7   As part of the appraisal process, employees were asked to assess themselves against the capabilities. When first introduced this was against each individual indicator for the level applicable to their job role – circa 70 indicators for most employees. In response to feedback this was refined for the 2020/2021 appraisal cycle with the indicators grouped into 15 skill sets and employees asked to provide an overall rating for each skill set instead.

## 3.2 Target Operating Model and the Workforce Strategy

3.2.1 The agreed Target Operating Model 1.2 sets out our objectives for continuing our digital journey and developing a workforce that is flexible, ensuring all staff have the necessary skills to work effectively within the Council's operating model. At the heart of the aspirations of TOM 1.2 is our people – and a crucial need for our organisational culture to build and enable their capabilities to thrive within a changing environment.

3.2.2 Specifically, the workforce strategic outcomes agreed in TOM 1.2 are:

| What will success look like? | Why are we doing this? | What needs to be done? |
| --- | --- | --- |
| • A workforce that delivers on our purpose, flexibly and adaptively, focusing on the areas of greatest impact through early intervention and prevention<br><br>• Our workforce is able to change, improve, think and act in radically different ways<br><br>• Collectivism and collaboration is the norm, diverse voices within the organisation have a platform<br><br>• Our workforce is empowered to act at the point of need<br><br>• We recognize individual skills and passions and reward delivery against our core purpose | • To reduce demand on our services and harms to our people and place<br><br>• To improve and adapt services responding to reducing resources<br><br>• Our workforce should be representative of our community<br><br>• Empowered people will take effective decisions to meet the needs of our customers, and with the effective use of data and digital allows limited public resources to be targeted<br><br>• Approaches to recognition and reward need to be modernized in line with our shifting workforce demographic | • Redesign services against organisational design principles<br><br>• Use job families and worker styles to provide a framework to support our varied workforce in their development aligned to our priorities<br><br>• Build on our approaches to hybrid and flexible working through effective use of digital, guidance and workspaces<br><br>• People Change toolkits and management development<br><br>• Workforce plans in place that focus on talent pipelines and our equality outcomes<br><br>• Build self-managing communities and self-managing teams<br><br>• Reduce layers of management<br><br>• Build feedback structures with our workforce of the future in mind |

## 3.3 A New Proposal

3.3.1 With over 8000 employees across over 1000 different roles across the Council, it is clear that a one-size-fits-all approach does not work for the complex size and scale of a local authority.

3.3.2 We need to simplify our Capability Framework so that it is easily understood and feels meaningful to employees; useful for managers and employees in agreeing expectations and holding accountability; and so that it also enables meaningful analysis and intelligence at a corporate level.

3.3.3 Our Capability Framework needs to be tailored to the realities of the various job roles across the organisation, particularly for frontline colleagues based on feedback received.

3.3.4 The proposal is therefore to move to an approach which allows for a much more tailored capability framework across 'job families'.

3.4     **Job Families**

3.4.1   A job family is a group of similar-type roles across an organisation that share certain characteristics. Depending on the role an employee undertakes, they can have very different challenges, needs and workstyles, which can really impact their experience at work and influence their learning and development priorities.

3.4.2   The Chartered Institute of Personnel and Development (CIPD) makes reference to and recommends using job families / workforce segmentation in its Workforce Planning Practice Guide In addition, taking a job family approach at the Council aligns with the recommendations of the CIPD's Head of Workforce Planning Faculty.

3.4.3   By tailoring our employee experience by Job Family, we can ensure that our corporate products and services are designed with the end-user – our employees – in mind. By grouping job roles into Job Families we can:

- Tailor the capability framework
- Target communications and engagement activity
- Recommend devices and licenses and tailor workspaces
- Understand the priority learning needs and required mandatory training for groups of employees
- Recommend a training approach and method based on how and where that group of employees learn best
- Tailor development pathways and recruitment and selection activity to best suit the needs of a job family, in line with our Career Progression Scheme as part of our internal recruitment scheme, re.cr.uit


3.5     **Job Families at Aberdeen City Council**

3.5.1   Following extensive engagement and consultation (outlined in section 3.7), we propose to group Aberdeen City Council job roles into five main job families, with Teachers (those on Scottish Negotiating Committee for Teachers – SNCT – terms and conditions) and Chief Officers aligned to their own job family as a sixth and seventh.  These job families will be explored and developed further along with relevant employees to take into consideration the different nature of these roles, Education's own bespoke approach to appraisal and capability development (PR&D) and Framework on Teacher Competence, their terms and conditions as well as General Teaching Council for Scotland requirements, and our Chief Officers' existing Capability Framework.

3.5.2   The proposed seven job families are:

**Frontline Operational Services**

We provide frontline operational services for the public, which generally involves practical duties and activities being undertaken.

**Frontline Customer Services**

We provide frontline customer service for the public. Often a first point of contact for customers dealing directly with their enquiries to provide support and advice.

**Social & Community Services**

We provide essential support every day, working directly with children and/ or adults with differing levels of need.

**Information Services**

We provide business and specialist services.

**People Managers**

We coach and support employees all across the organisation to enable them to thrive in a positive environment.

**Teachers (SNCT)**

We teach children within a school setting and are under Scottish Negotiating Committee for Teachers (SNCT) terms and conditions.

**Chief Officers**

We are strategic leaders responsible for setting the vision and direction of the organisation and place.

3.5.3   Each job role in the organisation has been indicatively mapped to one of these job families. This mapping has been informed by the job evaluation grouping assigned at the time a job role is designed based on the predominant demands and responsibilities, along with consideration given to the current assigned capability framework level, and specific job role factors such as the requirement to be SSSC registered.   This will require ongoing development and maintenance as roles change and adapt.

3.5.5   More detail on the Frontline Operational Services, Frontline Customer Services, Social and Community Services, Information Services and People Managers Job Families can be found in Appendix 1.


3.6   **Refreshed Capability Framework**

3.6.1   The refreshed Capability Framework will be tailored to job families and:

- shifts away from levels of responsibility within a hierarchy and towards employees being grouped by the nature of their work, as a result of in-depth discovery work with a wide range of staff
- provides further clarity for People Managers on their role in developing, coaching and empowering others

- encourages self-leadership in employees of all job families, clarifying their role and responsibility as a peer.
- embeds strategic goals such as digital transformation, climate change and equality, diversity and inclusion
- supports self-directed learning and career progression and movement.
- clarifies the mandatory, essential and recommended learning and development for each job family
- Will be bespoke for each job family so that learning and development is truly relevant

3.6.2 It is proposed to introduce five Core Capabilities for all employees. These have been developed from the Guiding Principles and updated with the new focus provided to us from TOM 1.2. Building our collective capability in these areas will support us in building the culture we want as defined by the Guiding Principles. The Guiding Principles give us direction, whilst the core capabilities provide us with measurable, actionable goals that we can all develop and work towards. The below diagram shows the Core Capability that has been linked to each of our Guiding Principles.



| Our Guiding Principles | Purpose — We care about our purpose, our city and our people | Pride — We take pride in what we do and work to make things better | Team — One team, one council, one city | Trust — We trust each other and take responsibility | Value — We value each other and recognise a job well done |
| --- | --- | --- | --- | --- | --- |
| Our Core Capabilities | Delivering outcomes for our customers | Change & Improvement | Working with others | Accountability | Care |

3.6.3 The Core Capabilities are detailed in Appendix 1.

3.6.4 There will be a Capability Framework for each job family. As Teachers have their own bespoke approach to appraisal and capability development (PR&D), as well as General Teaching Council for Scotland (GTCS) requirements, and Chief Officers have their own existing Capability Framework, these job families will be explored and developed further as a next step, along with relevant employees, so that they are embedded and mapped into the whole-organisation approach, whilst taking into consideration their specific requirements and processes.

3.6.5 In addition, within Frontline Operational Services, Craft Workers' separate CR&D process will be taken into consideration. Craft Workers are included in this job family given their high similarity in nature to other roles within the job family but consideration is given to their different terms and conditions.

3.6.6 There will no longer be different levels of responsibility. Instead, each job family will have a tailored set of indicators for each of the five core capabilities and these will be applicable to all job roles mapped to that job family. This will be

much simpler and straightforward and should provide more clarity to employees about what indicators are relevant to them.

3.6.7    The capability indicators will be up to date with the needs and expectations of a 21st century local authority workforce and tailored towards the unique requirements of each job family. The indicators for each job family will take account of changes to ways of working from the pandemic, as well as bringing in new national and international priorities such as Equality, Diversity & Inclusion and Climate Change.

3.6.8    It is the intention that these indicators will reflect the needs of the organisation and therefore, ongoing review and development is proposed to ensure that the capabilities always support the needs of the organisation, whilst continuing to align to our Guiding Principles and the capabilities outlined here for approval. This will also allow for ongoing feedback and review from employees and managers.

## 3.7    Development Framework

3.7.1    It is critical that our employees have the opportunity for, and access to, personal and professional development through the delivery of workforce learning and development, and that this is highly visible, accessible and valued.

3.7.2    It is therefore proposed for each job family to have its own development framework that reflects the capability framework and strategic objectives of the organisation. This approach also ensures that learning and development can be tailored to different employee groups and their access needs. For example, Frontline Operational Services employees often have challenges in their working days and patterns in being released for and accessing face-to-face and eLearning courses.

3.7.3    The development framework for each job family will set out three types of development:

| Mandatory / Statutory | undertaking this training is a requirement in law, or otherwise a requirement of the Council to help ensure compliance with the law, or to mitigate against areas of most significant risk to the council. |
|---|---|
| Essential | undertaking this training will help you to undertake all aspects of your role effectively. |
| Recommended | undertaking this training is optional and will give you additional skills and knowledge relevant to your role |

3.7.4    People Managers will have a People Management Programme that they will be able to access which will cover the above types of development and provide a clear pathway of learning for that Job Family.  This People Management Programme was introduced at Staff Governance Committee on 3 October 2022 as part of our wider Leadership and Management Development Update.

3.7.5 Having development aligned to each job family, as well as job-specific and technical training identified, will allow People and Organisational Development to support focussed workforce planning activity across the organisation by tailoring programmes to suit areas of most need, as per the workforce delivery plan. Having a visible and transparent development framework will also provide clear pathways for employees who wish to progress within the organisation or change career pathways so that they can also self-direct their learning and development. It will also support services to identify gaps and areas of development within their teams and target the right development, for the right people at the right time to ensure effective delivery of services and encourage talent pipelining.

3.7.6 It is the intention that these development frameworks will reflect the needs of the organisation and therefore, ongoing review and development is proposed to ensure that the development aligned to each job family always supports the needs of the organisation. This will also allow for ongoing feedback and review from employees and managers.

3.7.7 Roles across the organisation will continue to have job profiles which identify the specific outcomes and requirements of each role, along with any necessary skills, knowledge, experience and behaviours. Ongoing support for continuous professional development and health and safety training will continue. This will allow for the role-specific and technical training required by employees to undertake their roles and deliver on the organisation's outcomes.

3.8 **Engagement, Co-Creation and Staff Feedback**

3.8.1 The concept of job families has been gradually explored, developed and sense-checked through engagement with a wide-range of employees over an 18-month period. This has included feedback, engagement and co-creation through face-to-face and digital workshops and events.

3.8.2 Discovery workshops undertaken during 2021 explored the concept of personas identified from the Microsoft Digital Transformation Programme. Sessions were held with employees and line managers across a number of frontline services including Waste and Recycling, Environmental Services, Roads, Early Years, Education Support and Cleaning and Catering and sought to enhance understanding of their workstyles, challenges and needs. The workshops provided an introduction to personas and presented participants with the initial persona groupings for them to best identify with based on their work experience and allowed them to provide comment and feedback. This fed into further refining of the personas and streamlining, which then evolved into the current proposed job families.

3.8.3 Online surveys (such as a Future of Work survey) and informal conversations have also been undertaken to better-understand the different lived experiences, needs and challenges of our colleagues at work. Whilst the Future of Work survey did not specifically mention Job Families the results did highlight different needs from different sections of our workforce.

3.8.4 Following the above engagement, proposals were developed around each of the Job Families and Core Capabilities and cross-sections of the staff and services affected, along with Trade Union colleagues, were engaged with on the proposals and given the opportunity to input and develop further. The summary of this engagement and co-creation is indicated below:

| Staff Engagement | <ul><li>June & July 2022 – two stakeholder engagement sessions were used with employees from different job families to comment on job families, Capability Framework and development framework</li><li>November 2022 – Job Families and Capability Framework Intranet pages created with feedback functionality</li></ul> |
|---|---|
| Manager / Service Engagement | <ul><li>September 2022 – Operations and Protective Services SMT engagement and feedback session on job mapping into job families and Capability Framework</li><li>July 2022 - Leadership Forum session on Job Families and Capability Framework</li><li>November 2022 – Job Families and Capability Framework Intranet pages created with feedback functionality</li><li>January 2023 – engagement session with Chief Officer - Education</li></ul> |
| Trade Union Engagement | <ul><li>August 2022 – informal briefing session with Trade Unions</li><li>January 2023 – briefing session with Trade Unions</li></ul> |
| Other Stakeholders | <ul><li>June & July 2022 – "Subject Matter Experts" across Core Capabilities invited to stakeholder engagement sessions for input and feedback</li><li>July 2022 – Session for People and Organisational Development colleagues on job family approach, Capability Framework and development framework</li></ul> |

| | |
|---|---|
| | • January 2023 – Equality, Diversity and Inclusion engagement sessions |

3.8.5 In addition to the above, Job Families have been explored as part of Smarter Working engagement with services. People and Organisational Development, in partnership with Digital and Technology and Corporate Landlord attended Senior Manager Team meetings across the organisation for this. In these sessions, the teams had the opportunity to feedback on how the Job Families resonated with them and where they would align their teams. It also allowed for data and intelligence to be captured on the needs of each Job Family for the purposes of workspaces, flexible working and technology – further shaping each Job Family.

3.8.6 In early 2022, People and Organisational Development met with Senior Managers across all Clusters in the organisation to determine their workforce development needs for the financial year and beyond. This allowed for discussion and data capture on development required and patterns / themes were identified which informed the Core Capabilities and will continue to inform the Development Framework.

3.9 **Next Steps**

3.9.1 Communications and engagement activity on the Capability Framework, Development Frameworks and Job Families will be undertaken for all employees and managers. This includes a People Anytime page on the Intranet which will include clear, visible and accessible information and guidance. This will be in line with the Council's Adoption and Change Management approach.

3.9.2 There will be a transition period where the Capability Framework will be embedded into the Council's existing appraisal process, Continuous Review and Development (CR&D), as was the approach in 2019 when the previous iteration of the Capability Framework was approved by Staff Governance Committee. This will allow employees and managers to review employee progress against the Capability Framework for their job family, as well as support discussions about employee development. It will also allow People and Organisational Development to analyse CR&D data to identify priority development areas across the organisation.

3.9.3 Development Frameworks for each job family will be fully mapped and developed and made available and accessible, tailored to the identified access needs of each job family.

3.9.4 Teachers and Chief Officers as job families will be explored and developed further with engagement and co-creation from relevant employees, taking into consideration the nature of their roles, Education's own bespoke approach to appraisal and capability development (PR&D) and Framework on Teacher

Competence, their terms and conditions as well as General Teaching Council for Scotland requirements, and our Chief Officers' existing Capability Framework.

3.9.5   Proposals for the Teachers job family will be taken to the Local Negotiating Committee for Teachers (LNCT) whilst proposals for the Chief Officers job family will be taken to CMT and ECMT.


## 4.   FINANCIAL IMPLICATIONS

4.1   There are no cost implications though grouping roles into job families will allow for easier evaluation of more joined-up approaches to training and development, meaning potential for economies of scale and cost savings.


## 5.   LEGAL IMPLICATIONS

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


## 6.   ENVIRONMENTAL IMPLICATIONS

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


## 7.   RISK

| Category | Risks | Primary Controls/Control Actions to achieve Target Risk Level | *Target Risk Level (L, M or H) *taking into account controls/control actions | *Does Target Risk Level Match Appetite Set? |
|---|---|---|---|---|
| **Strategic Risk** | The Capability Framework is focused on developing the capabilities which will support delivery of our strategic outcomes. Without an effective Capability | Engagement across the organisation to ensure needs are met. Engagement with services / proposed job families to ensure that capabilities are clear and approach to development is appropriate. | M | Yes |

| | Framework, there is a risk that these outcomes are not met. | Ongoing review built into Capability Framework approach to ensure alignment with strategic needs. | | |
|---|---|---|---|---|
| **Compliance** | No risks identified | | | |
| **Operational** | Without the job families approach, we risk not developing and implementing our people processes and procedures in ways which are tailored specifically to the needs of different people in the organisation. We also risk, in particular, our positive working relationships with frontline services. | Engagement with the different job families across the organisation to ensure that the approach is fit for purpose. Specific engagement with frontline services.  Ongoing review built into the overall approach to allow for feedback from employees, managers and Trade Unions. | M | Yes |
| **Financial** | No risks identified | | | |
| **Reputational** | No risks identified | | | |
| **Environment / Climate** | No risks identified | | | |

## 8.    OUTCOMES

| COUNCIL DELIVERY PLAN 2022-2023 | |
|---|---|
| | **Impact of Report** |
| **Aberdeen City Council Policy Statement**  **Working in Partnership for Aberdeen** | The proposals within this report support the delivery of the policy statement as a whole.  To deliver the policy statement, staff are required to have the skills and capabilities required and the job families and capability framework will support this. |

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| | |
|---|---|
| **Aberdeen City Local Outcome Improvement Plan 2016-26** | |
| Prosperous Economy Stretch Outcomes | The proposals within this report support the delivery of the LOIP as a whole. To deliver the LOIP outcomes, staff are required to have the skills and capabilities required and the job families and capability framework will support this. |
| Prosperous People Stretch Outcomes | The proposals within this report support the delivery of the LOIP as a whole. To deliver the LOIP outcomes, staff are required to have the skills and capabilities required and the job families and capability framework will support this. |
| Prosperous Place Stretch Outcomes | The proposals within this report support the delivery of the LOIP as a whole. To deliver the LOIP outcomes, staff are required to have the skills and capabilities required and the job families and capability framework will support this. |
| | |
| **Regional and City Strategies** | The proposals within this report support the delivery of the regional and city strategies as a whole. To deliver on our strategies, staff are required to have the skills and capabilities required and the job families and capability framework will support this. |

## 9.    IMPACT ASSESSMENTS

| Assessment | Outcome |
|---|---|
| **Integrated Impact Assessment** | Required |
| **Data Protection Impact Assessment** | Not required |

## 10.    BACKGROUND PAPERS

10.1    Target Operating Model 1.2

10.2    Workforce Planning Practice Guide, Chartered Institute of Personnel and Development (CIPD), 2018

## 11.    APPENDICES

11.1    Appendix 1 – Job Families Detail

11.2    Appendix 2 – Capability Framework Detail


## 12.    REPORT AUTHOR CONTACT DETAILS

| Name | Darren Buck |
|---|---|
| Title | Acting People Development Manager |
| Email Address | DaBuck@aberdeencity.gov.uk |
| Tel | N/A |

# Job Family

## Frontline Operational Services

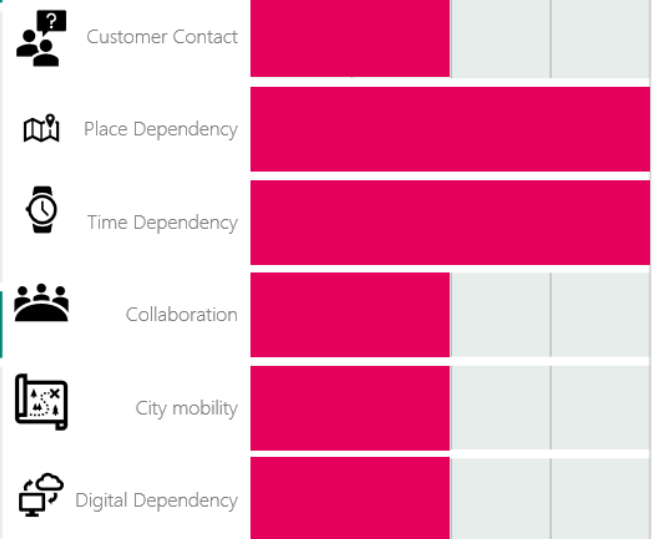We provide frontline operational services for the public which generally involve practical duties and activities being undertaken

### Examples of job roles

Environmental Driver, Road Operative, Catering Assistant, Janitor, Environmental Chargehand, Painter, Joiner, Chargehand Plumber, Refuse Loader, Cleaning Keyholder

### Workspace

100% of work activities must be completed in an allocated workspace, for example in a truck, in a park, in a school, in the art gallery, in customer homes/council owned properties etc. Likely that there is little flexibility in how, where and when the work is done, with work activities needing to be completed in an allocated workspace and often requiring the need to be mobile across different locations.

### Workstyle

| | |
|---|---|
| Customer Contact | ██████ |
| Place Dependency | █████████ |
| Time Dependency | █████████ |
| Collaboration | █████ |
| City mobility | ██████ |
| Digital Dependency | ██████ |

### Devices

# Job Family

## Frontline Customer Services

We provide frontline customer service for the public. Often a first point of contact for customers dealing directly with their enquiries to provide support and advice.

## Examples of job roles

Library Assistant, Museum Assistant, Money Advisor, Retail Assistant, Customer Service Advisor, Registrar, Receptionist

## Workspace

Our workspace is likely to be at a fixed location and be an interaction point with customers, such as a contact centre, library or museum.

## Workstyle

- Customer Contact
- Place Dependency
- Time Dependency
- Collaboration
- City mobility
- Digital Dependency
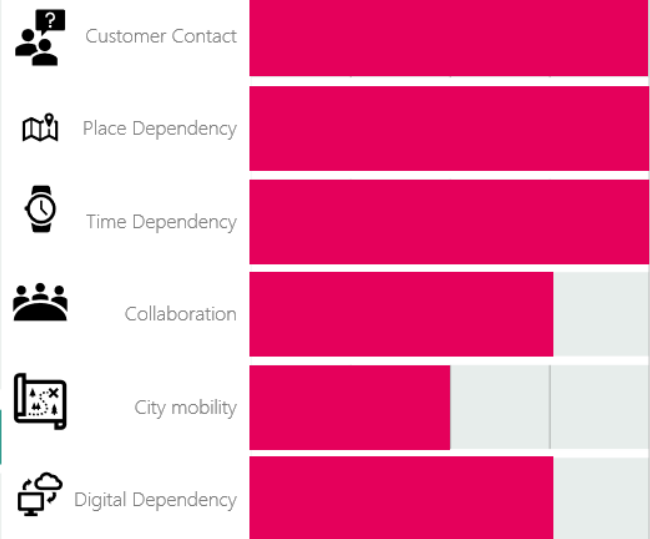
## Devices

# Job Family

## Social & Community Services

We provide essential support every day, working directly with children or adults with ranging needs. Includes our regulated professional roles within the social care sector.

## Examples of job roles

Employability Key Worker, Community Development Officer, Youth Development Officer, Youth Worker
Pupil Support Assistant, Early Years Practitioner, Playworker, Social Worker, Support Worker, Clinical Practitioner, Housing & Support Officers

## Workspace

We need direct access to the people that we support – this might be out and about in the community - requiring the need to be mobile across different locations - or at a fixed location, such as a care home, education setting or at one of our day centres.

We need touch down space where we can write reports and update records, take calls and join Teams meetings.

## Workstyle

- Customer Contact
- Place Dependency
- Time Dependency
- Collaboration
- City mobility
- Digital Dependency
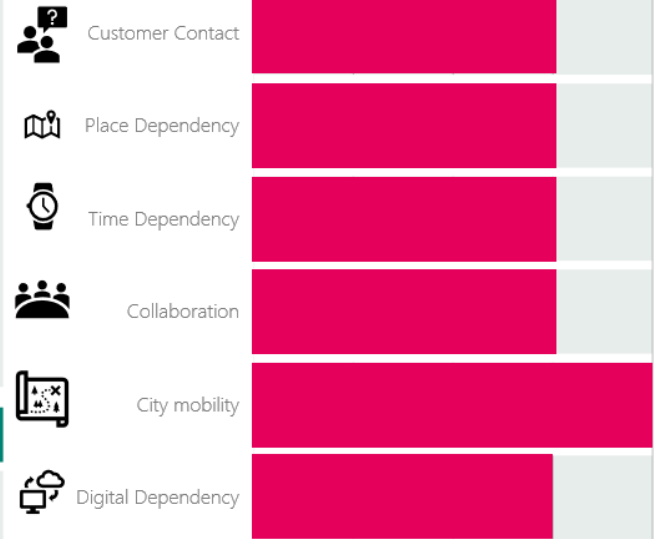
## Devices

# Job Family

## Information Services

We provide business, technical and specialist services

### Examples of job roles

Business Analyst, Web Developer, Procurement Specialist, Finance Officer, Paralegal, Admin Assistant
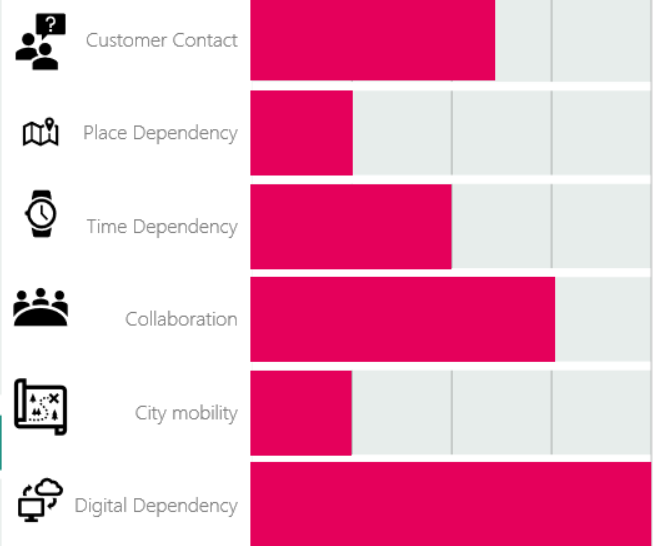Architect, Engineer, Building Standards Officer, Planner

### Workspace

With the right tech and connection, we can work securely from anywhere.

I need to come into the office for collaborative work and brainstorming with colleagues and partners.

I need quiet space in the office so I can focus on days when I need to come into the office.

I need a homeworking space that enables me to work productively.

### Workstyle

- Customer Contact
- Place Dependency
- Time Dependency
- Collaboration
- City mobility
- Digital Dependency

### Devices

# Job Family

## People Managers

We coach and support employees all across the organisation to enable them to thrive in a positive environment

### Examples of job roles

Service Manager, Team Leader, Senior Quantity Surveyor, Lead Curator, Senior Customer Experience Officer, Senior Librarian assistant

### Workspace

We need to be flexible so we can manage people and services in many of the employee groups.

We need space to bring people together for collaborative work.

We need a touchdown space where the team can come for desk based tasks in the office.

### Workstyle

- Customer Contact
- Place Dependency
- Time Dependency
- Collaboration
- City mobility
- Digital Dependency
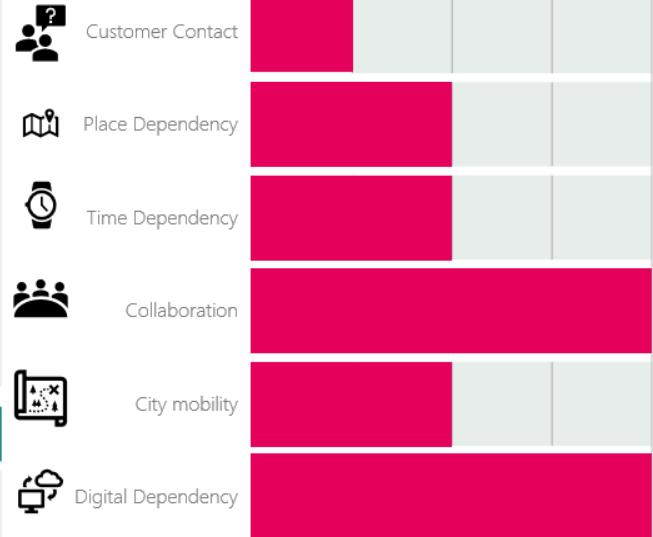
### Devices

**Appendix 2 – Capability Framework Detail**

| Core Capability | Definition | Detail for Employees |
|---|---|---|
| **Delivering Outcomes for Our Customers** | **This means that:** We focus on our customers and communities first to provide the highest standards of service | In response to the pandemic, we all came together to protect the people and place of Aberdeen, which is our shared purpose. This shows what is possible when we see ourselves as 21st Century Public Servants first and work across boundaries to do what is needed to deliver on a collective purpose.<br><br>There is a need for all of us to take responsibility for improving the customer experience so that 'customer service' is not a department – it is everyone's job.<br><br>To improve our customer's experience, we first need to understand, anticipate and manage the demand. We need to enable and support our customer to self-serve where possible and encourage community empowerment wherever possible. This will mean we can focus on delivering outcomes for our customers that will have the greatest long-term impact and provide more care to the people that need it most.<br><br>Having purpose at work matters. As employees, we want to feel like we are making a difference.<br><br>So, **the indicators that you will see** as part of this Core Capability for each Job Family are shaped around understanding and improving the customer experience. |
| **Change and Improvement** | **This means that:** We embrace the need for change and flexibility, seeking out opportunities to create effective | As employees, we want to take pride in our work – to produce work of a high standard and work to make things better.<br><br>Financial challenges and reducing resources mean that risks to service delivery are an ever-present reality. In the face of these challenges, it is critical we |

| | change and suggesting ideas for improvement | embrace chance and improvement to help us modernise and transform so that we continue to deliver on our purpose and meet the evolving needs of our city.<br><br>Small innovations that dramatically improve the customer experience can and do happen every day. To create an environment where ideas and suggestions are encouraged and supported, we all need to develop a growth mindset, where we encourage feedback and use lessons learned from mistakes to seek improvements in our own performance and the service we provide. We need to develop our digital skills to ensure we get the most from the technology available as part of our roles to improve the way we deliver services and feel confident to share our ideas and feedback about changes to ways of working.<br><br>So, **the indicators that you will see** as part of this Core Capability for each Job Family are shaped around self and service improvement, using digital, data, creativity, and innovation. |
|---|---|---|
| **Working with Others** | **This means that:** We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others | Feeling part of a team is one of the most important aspects of working life.<br><br>Collaboration – working with others across job roles, services and organisations – is critical for us as a council for the city and country more widely because it reduces duplication and wasted effort, and leads to better solutions for our customers.<br><br>It is everyone's responsibility to support a good team spirit, regardless of where we are and what we do, whether we are spread across the city, together in person or working remotely. Everyone needs to clearly understand team goals and ensure good communication with the team to support overall delivery of outcomes for our customers.<br><br>So, **the indicators you will see** as part of this Core Capability focus on working with others effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others. |

| | | |
|---|---|---|
| **Accountability** | **This means that:** We take responsibility for compliance with the legal and ethical duties of the council | We want to feel trusted in our work, so we can get on and deliver a good job. Nobody likes to feel micro-managed – it poorly affects morale and reduces creativity. But we want to see others step up and pull their weight too.<br><br>So, we need to be accountable to each other, and we are also accountable to our customers as 21st Century Public Servants. The public expect us to act legally, ethically and responsibly at all times – and there are serious financial and legal implications for us as a council when we fail to do so.<br><br>This means everyone must take responsibility for compliance with the legal and ethical duties of the council. Our leads and managers need to lead through trust, coaching team members to achieve outcomes and have difficult conversations to hold people accountable when needed.<br><br>So**, the indicators you will see as** part of the Core Capability are very much about the statutory skills and knowledge we each need to develop to ensure we are acting and working in a way that keeps ourselves and others safe at all times. |
| **Care** | **This means that:** We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve. | Feeling valued and being appreciated at work is critical. We are all different – we are each motivated by different kinds of recognition and we want to feel appreciated for our individual contribution at work.<br><br>There are some aspects of work that are universally demotivating – feeling ignored, not having a voice, a sense of unfairness or inequality. So valuing diversity – visibly and loudly – is essential so we each bring our whole selves to work and know that we will be supported and cared for by Aberdeen City Council as our employer.<br><br>Demonstrating care for others' needs, experiences and wellbeing is essential for all of us – this means we need to take the time to learn and understand other |

| | | perspectives, develop skills to support each other for day-to-day work but also emergency situations too.

For that reason, the indicators you will find in this Core Capability are all about Health, Wellbeing, Equality, Diversity and Inclusion. |
| --- | --- | --- |

**ABERDEEN CITY COUNCIL**

| COMMITTEE | Staff Governance |
|---|---|
| DATE | 30 January 2023 |
| EXEMPT | No |
| CONFIDENTIAL | No |
| REPORT TITLE | Use of Locating Systems in Vehicles and Devices Policy |
| REPORT NUMBER | CUS/23/041 |
| DIRECTOR | Andy MacDonald – Director – Customer Services |
| CHIEF OFFICER | Isla Newcombe – Chief Officer – People and Organisational Development |
| REPORT AUTHOR | Kirsten Foley – Employee Relations and Wellbeing Manager |
| TERMS OF REFERENCE | 2.5 |

1.  **PURPOSE OF REPORT**

1.1 This report seeks approval for the Council's revised 'Use of Locating Systems in Vehicles and Devices Policy'.

2.  **RECOMMENDATION**

    That the Committee: -

2.1 approves the Council's revised 'Use of Locating Systems in Vehicles and Devices Policy' shown at Appendix 1;

2.2 notes the accompanying procedure and form to the policy at Appendix 2;

2.3 notes the engagement and consultation already undertaken with Trade Unions; and

2.4 notes that the policy has been agreed by the Council's Risk Board and has been reviewed by the data protection team as part of the risk process.

3.  **CURRENT SITUATION**

3.1 The Council's 'Use of Locating Systems in Vehicles and Devices Policy' has been in place since 2011 and was last reviewed in 2015, having been approved at the Finance, Policy, and Resources Committee on 15 September 2015. The policy was therefore due another review in accordance with the rolling programme of reviews of HR related policies.

3.2 The purpose of the policy is to ensure that the Council takes a consistent and corporate approach to the use and management of locating systems and to the use and management of data generated by such systems.

3.3     Locating systems use Global Positioning Systems (GPS) in real time or retrospectively and can identify the location of a vehicle or device they are fitted to. GPS units may be fitted to vehicles and devices such as radios and mobile devices e.g. handhelds, telephones, tablets.

3.4     The policy sets out the reasons the Council uses locating systems and when and how the data from those systems will or could be used. It aims to make this a transparent process to maintain trust and protect the interests of employees and the Council, while delivering efficient and effective services.

3.5     Locating systems are designed to be used for a variety of purposes such as health and safety, service performance management and resolving complaints, with these fully covered in the policy.

3.6     They are not used for monitoring the general whereabouts of employees aside for operational purposes as outlined in this policy. Before checking the location of an employee(s), the manager must have due cause within the reasons identified in this policy.

3.7     More employees are working 'smarter' through the application of flexible working options and many teams are adopting a mobile approach to service delivery with employees visiting sites or clients using handheld devices to complete their work, without having to return to the office. The Council is therefore committed to optimising the use of resources and technology, to improve the experience of both customers and staff.

3.8     Various teams in the Council now use locating systems and it is anticipated that more may introduce similar technology in the future or 'switch on' this capability in existing electronic devices.

3.9     The policy helps ensure that best use is made of the available technology and at the same time ensuring that it is used appropriately and for valid purposes, with the interests of employees protected.

**Engagement and Consultation**

3.10    A short life project group was set up to undertake the review of the policy. This group included representatives from services which make the most use of these systems, including Waste and Recycling, Roads, Building Services and City Wardens; Fleet Services and the Data Insights Team, in relation to the data protection/handling aspects of the policy.

3.11    In addition to the project group, engagement was undertaken with representative employees from Waste and Recycling, Roads, Building Services and City Wardens, in order to gain feedback from the frontline employees most closely involved with the systems.

3.12    Valuable feedback was also provided through the Trade Union engagement process, which included both engagement meetings and written feedback being provided by all unions. Union colleagues made a number of helpful suggestions which have been incorporated into the policy.

**Policy Updates**

3.13 It was identified from the review that most of the existing policy provisions were still relevant and should be carried over to the revised policy. There have not therefore been material changes to the policy in terms of accessing and using data from locating systems and in informing employees of same.

3.14 Most of the changes have related to necessary updating to accord with data access, handling, and retention requirements under the legislation; to reflect the current culture of the organisation; to explain the purpose of the policy more fully; and to detail the responsibilities of the various parties involved in the policy.

3.15 The specific changes made to the policy following the review are detailed in the table below:

| Change made | Reason for change |
|---|---|
| Policy put into new corporate policy template format | To ensure a consistent approach to policy across the organisation |
| Procedural elements moved into separate document | To ensure a robust process is in place for recording any requests to access data |
| "Need for Policy" section updated | To clarify the purpose of the policy and the risks that it is mitigating |
| Scope section expanded | To give clarity on all systems, software and devices that are covered by the policy, and to reflect the culture of the Council through reference to the Guiding Principles |
| Addition of a "responsibilities" section | To ensure that all parties have a clear explanation of the expectations the policy places on them |
| Requirement for service level documentation procedures to be in place added | To ensure that GDPR compliant procedures are in place around the lifecycle management of any data generated by locating systems. |
| Requirement for Data Protection Impact Assessments to be undertaken | To ensure that in cases where major functional changes are proposed to existing systems, or it is planned to introduce a new system, appropriate impact assessments are undertaken prior to any changes being made. |
| References to legislation highlighted | To ensure that all relevant legislation is adhered to, including the General Data Protection Regulation (GDPR), the Data Protection Act 2018 and the Human Rights Act 1998. |
| Retention of Data and Records Section updated | To ensure compliance with the Records Retention and Disposal Schedule. |

| | |
|---|---|
| Reference to the strategic priority of Energy Transition and Net Zero added | To highlight how the policy may indirectly contribute to the strategic priority |
| Other minor updates to wording and terminology | |

## 4. FINANCIAL IMPLICATIONS

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

## 5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report, however, having this Policy in place will assist the Council to comply with its statutory data protection duties.

## 6. ENVIRONMENTAL IMPLICATIONS

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

## 7. RISK

| Category | Risks | Primary Controls/Control Actions to achieve Target Risk Level | *Target Risk Level (L, M or H) *taking into account controls/control actions | *Does Target Risk Level Match Appetite Set? |
|---|---|---|---|---|
| **Strategic Risk** | No significant risks identified. | N/A | N/A | N/A |
| **Compliance** | There is a risk of non-compliance with Data Protection and Human Rights legislation through data from locating systems being accessed and used for inappropriate purposes. | Continuing to have this policy in place and communicating it across the organisation should help ensure that data from locating systems is only accessed and used in the circumstances defined under the policy, and that it is appropriately handled, helping avoid the risk of non-compliance with this legislation. | M | Yes |

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| | | | | |
|---|---|---|---|---|
| **Operational** | There is a risk of disruption to Council operations if industrial relations issues were to arise as a result of data from locating systems being accessed and used inappropriately. | Continuing to have this policy in place and communicating it across the organisation should help ensure that data from locating systems is only accessed and used in the circumstances defined under the policy, and that it is appropriately handled in accordance with this policy. This will help to reduce the chance of any such industrial relations issues arising which could disrupt Council operations. | M | Yes |
| **Financial** | There is a potential financial risk to the Council if a legal claim arose relating to data protection, discrimination, or constructive dismissal resulting from unlawful or unfair practices in connection with data from locating systems being accessed and used inappropriately. | Continuing to have this policy in place and communicating it across the organisation should help ensure that data from locating systems is accessed and used appropriately, hence helping to reduce the chance of any such legal claims against the Council arising. | M | Yes |
| **Reputational** | There is a potential reputational risk to the Council if a legal claim arose, as mentioned | Continuing to have this policy in place and communicating it across the organisation should help ensure that data from locating systems is accessed and used | M | Yes |

| | | | | |
|---|---|---|---|---|
| | under 'Financial risk' above, which was publicised and resulted in damage to the standing of the Council. | appropriately, hence helping to reduce the chance of any such legal claims against the Council arising and any resulting reputational damage. | | |
| **Environment / Climate** | No significant risks identified. | N/A | N/A | N/A |

## 8.      OUTCOMES

| COUNCIL DELIVERY PLAN 2022-2023 |
|---|
| | **Impact of Report** |
| **Aberdeen City Council Policy Statement**<br><br>**Working in Partnership for Aberdeen** | N/A |
| | |
| **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. Having this revised policy in place, which should help ensure that data from locating systems is only accessed and used for appropriate purposes, may assist with employee relations in the organisation and with the retention of trained and valued employees. This would mean 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. Having this revised policy in place should help ensure that data from locating systems is accessed and used for appropriate purposes, (not for general monitoring) reducing the chances of complaints arising from staff and hence assisting with employee relations in the organisation. This may indirectly help promote employee mental health and |

| | |
|---|---|
| | wellbeing allowing staff to function both in employment and at home. |
| | |
| **Regional and City Strategies** | N/A |

## 9. IMPACT ASSESSMENTS

| Assessment | Outcome |
|---|---|
| **Integrated Impact Assessment** | An Integrated Impact Assessment has been compiled in respect of the revised policy and no negative impacts have been identified. |
| **Data Protection Impact Assessment** | |
| **Other** | N/A |

## 10. BACKGROUND PAPERS

10.1 N/A

## 11. APPENDICES

11.1 Appendix 1 - Revised Use of Locating Systems in Vehicles and Devices Policy.

11.2 Appendix 2 - Process for Making a Specific Request to Access Recorded Data from a Locating System (including proforma).

## 12. REPORT AUTHOR CONTACT DETAILS

| | |
|---|---|
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# Use of Locating Systems in Vehicles and Devices Policy

**Approved by Committee on
?? with an implementation date of ??**
Sub-title – Calibri Bold 12pt (centred)

## Document Control

| | |
|---|---|
| **Approval Date** Calibri bold 12pt | - Calibri Regular12pt |
| **Implementation Date** | |
| **Policy Number** | Request from Assurance Team |
| **Policy Author(s) and Owner** | |
| **Approval Authority** | |
| **Scheduled Review** | |
| **Date and Changes:**<br><br>This section should include details of the changes since the policy was last approved.<br><br>November 2022 - This policy has been updated, put into the corporate policy template, and replaces the existing Use of Locating Systems in Vehicles and Devices Policy. | |

# Table of Contents

# 1   Why does the Council need this Policy?

1.1 This policy is required to ensure that the Council takes a consistent and corporate approach to the use and management of locating systems, and to the use and management of data generated by such systems.

1.2 It sets out the reasons the Council uses locating systems and when and how the data from those systems will or could be used.  It aims to make this a transparent process to maintain trust and protect the interests of employees and the Council, while delivering efficient and effective services.

1.3 The main risk the policy is mitigating against is the inappropriate or inadvertent use of data from a locating system, potentially resulting in an industrial relations issue and, or a legislative breach and reputational damage.

1.4 As a responsible employer the Council seeks to use the most up-to-date technology to deliver high quality services to customers whilst supporting and protecting employees in respect of their health, safety, and wellbeing.

1.5 More employees are working 'smarter' through the application of flexible working options and many Clusters are adopting a mobile approach to service delivery with employees visiting sites or clients using handheld devices to complete their work, without having to return to the office. The Council is committed to making best use of resources and technology, to improve both the customer and staff experience.

1.6 The ongoing development of technology means that it is possible to identify the location of a vehicle, plant, device and by default the user, by reference to associated Global Positioning Systems (GPS) in real time or retrospectively.  GPS units may be fitted to vehicles, plant, and devices such as radios and mobile devices (e.g. handhelds, telephones, tablets).

1.7 Various Services in the Council use locating systems and it is anticipated that more may introduce similar technology in the future or 'switch on' this capability in existing electronic devices.

1.8 This policy helps ensure that best use is made of the available technology but at the same time that it is used for appropriate and valid purposes, with the interests of employees protected.

# 2  Application and Scope Statement

2.1 This policy applies to all employees and workers of the Council (including agency workers).

2.2 It applies to any systems, software or devices which have locating functionality enabled, and to any data generated by the use of any system, software or device with locating functionality, ensuring it is accessed and utilised for defined purposes only, in accordance with this policy. It is also concerned with ensuring that any specific requests for data access from locating systems are

done so in accordance with the agreed process, and that the data is handled in line with legislative requirements. The policy provisions are detailed under 5.91 to 5.95 below.

2.3 The policy accords with the use of all digital locating enabled devices in the organisation to help ensure effective asset management, health and safety, provision of service performance management information, resolution of complaints, assistance with employee relations and provision of financial data. It does not apply to staff's personal devices as detailed in the Bring Your Own Devices (BYOD) Policy.

2.4 It aligns with the Council's Guiding Principle of 'Valuing each other', confirming a commitment to ensuring everyone is treated with dignity and respect and supported by the organisation, also aligning with the principle of 'Trusting each other'.

# 3. Responsibilities

3.1 Chief Officers are responsible for the application of the policy within their service delivery remit, including ensuring:

- that all existing locating systems are used and managed in accordance with this policy.
- that any new locating systems under consideration are subject to an appropriate Data Protection Impact Assessment prior to adoption.
- the identification of authorised users.

3.2 The Chief Officer – Digital and Technology has overarching responsibility to determine the specification and implementation of all hardware and software digital solutions adopted for use within the Council and to secure the Council's digital infrastructure and information assets, including the application or removal of restrictions and tools to balance the needs of business against the risk of cyber attack.

3.3 The Council's Data Protection Officer is responsible for monitoring the Council's compliance with data protection law and providing advice on data protection across the organisation, including in relation to data associated with locating systems.

3.4 Service Managers have responsibility for applying this policy and its provisions including:

- Informing employees in their teams where a locating system is in operation or is to be introduced.
- Informing their employees about the scope and usage of any such locating system.
- Ensuring documented procedures are in place around the lifecycle management of any data generated by location systems in use within their area.
- Ensuring their employees know of this policy and where it can be accessed.

- Ensuring that any specific requests for data access from a locating system are undertaken in accordance with the agreed process referred to in this policy, including obtaining the necessary authorisation.
- Ensuring that any data they are authorised to access from a locating system is handled in accordance with this policy and legislative requirements.

3.5 Information Asset Owners, (who may also be Service Managers), have a responsibility to:

- Manage information assets, including locating systems, throughout their lifecycle.
- Understand the risks associated with data handling and processing and provide assurance.
- Foster a culture where information is valued, respected, and protected.
- Ensure that information assets, including locating systems, are used for the public good.

3.6 Authorised Users of locating systems have responsibility to:

- Observe strict confidentiality in the handling of data from a locating system in accordance with this policy.
- To only access data they are authorised to view and report on.
- To only access and use data for purposes connected with their job role.

3.7 Employees have a responsibility to:

- Familiarise themselves with the contents of this policy.
- Co-operate with management in respect of any investigation arising out of the use of data from a locating system.

3.8 In the event of information being required from any locating system as part of an investigation concerning the performance or conduct of an employee, the Investigating Officer has a responsibility to obtain written authority from a Service Manager, Chief Officer, or Director to access the requested information. See paragraph 5.93 below.

3.9 A breach or misuse of this policy may result in the potential use of a corporate procedure e.g. disciplinary procedure.

3.10 Non-compliance with this policy should be reported to the employee's line manager, senior manager, or People and Organisational Development, to allow the appropriate next steps to be determined.

3.11 Any feedback on the policy or suggestions for improvement can be communicated to the Chief Officer – People and Organisational Development, or the Employee Relations and Wellbeing Manager, and this will be taken into account as part of the regular review of this policy.

# 4 Supporting Procedures & Documentation

4.1 The policy links directly to the Digital Devices Vehicles and Plant Procedure and the City Warden and Community Safety Tracking Devices Operating Procedure.

4.2    This policy also links to:

- Managing Discipline policy, and accompanying procedure and guidance
- Corporate Information Policy and supporting Corporate Information Handbook of procedures
- Council's Guiding Principles

# 5 About this Policy

5.1 The policy is not creating any specific regulations or requirements other than what is stated under Core Principles as below. The policy provisions are detailed below under paragraphs 5.91 to 5.95.

5.2 It is intended that the policy will be followed in all circumstances to ensure that data from locating systems is used appropriately and for the benefit of the organisation so that the investment in this new technology is realised, but at the same time ensuring its use is in accordance with the provisions of this policy, so that employee interests are also protected.

## Core Principles

5.3 The primary uses of any locating system used by the Council are for employee health and safety, to manage service performance and in connection with any complaints received.

5.4 Locating systems will not be used for monitoring the general whereabouts of employees aside for operational purposes as outlined in this policy. Before checking the location of an employee(s), the manager must have due cause within the reasons identified in this policy.

5.5 Where a serious (not minor) performance or conduct issue arises with an employee, a Service Manager, or above, may give authority to request access from the relevant Information Asset Owner to locating system data and use this in respect of the particular issue. See further details below under Policy Provisions and in the accompanying process.

5.6 Clusters will ensure that all relevant employees are informed about the scope and usage of any locating systems.

5.7 In the event of any major functional changes to an existing system or plans to use a new locating system, engagement will take place with the trade unions and relevant employees prior to it being introduced.

5.8 In the event of any major functional changes to an existing system or plans to use a new locating system, the Council shall undertake a Data Protection Impact Assessment prior to adoption.

5.9 When using locating systems, the Council will adhere to the requirements of the UK General Data Protection Regulation (GDPR) and the Data Protection Act 2018, and the provisions of the Human Rights Act 1998.

**POLICY PROVISIONS**

5.10 **Informing Employees**

Where a locating system is in operation, or is to be introduced, there is a requirement of Clusters to ensure that all relevant employees are informed about the scope and usage of the system(s). This includes key fobs or tachographs (these provide links between GPS data and the personal information of an employee) in the equipment or vehicle the employee may use. Employees shall be informed of the existence of this policy and its provisions in respect of how it applies to their role and of how to access it. New employees will be informed of the above as part of the induction process.

5.11 **Information Use**

The primary uses of information recorded by any form of locating system is in relation to the health and safety (e.g. Lone Workers or Out of Hours Workers) to help ensure a safe and healthy work environment for employees, in relation to managing service performance (e.g. monitoring utilisation and efficiency or measuring compliance with legislation requirements) and in connection with any complaints from the public.

In addition, there may be occasions where the Council requires to access specific information concerning the performance and/or conduct of an employee where a management concern has arisen. Although this is not one of the main uses of the information recorded by a locating system it may be used for such a purpose. Where a specific check(s) is to be carried out, employees shall be directly informed of this unless to do so would be likely to prejudice the prevention or detection of crime or the apprehension or prosecution of offenders.

The table below shows the purpose of the information recorded by a locating system and what this information will/could be used for.

| Purpose - Type of Information | How this information may be used |
|---|---|
| **Health and Safety**<br><br>o Lone working<br>o Locating employees when other forms of communication are lost<br>o Breakdowns<br>o Vehicle or equipment theft<br>o Risk assessments<br>o Accidents/Incidents | Enables a Cluster to track the location of a vehicle and/or employee(s) where they have become un-contactable during their duties in working hours, which could involve using real time information. Some devices may also have the function of a 'panic button' that can be used for health and safety purposes.<br><br>Enables the location of the vehicle to be tracked in the event of a Council vehicle or equipment being stolen. |
| **Service Performance**<br><br>**Management Information**<br><br>o Historic record of service performance<br>o Vehicle usage and efficient routing<br>o Target and divert resources to meet customer need<br>o Operational constraints<br>o Cost reduction<br>o Carbon management planning<br><br>o Vehicle usage /carbon footprint information. | Enables a Cluster to review management information reports retrospectively or real time technical, financial, and administrative data such as distances travelled, driving speeds, driving times, lost time (due to traffic) etc. This management information can be used to aid and improve service performance.<br><br>Enables a Cluster to manage and divert resources to meet customer needs and complete daily tasks, which could involve using real time information. |
| **Resolving Complaints**<br><br><br>o Details/information relating to a complaint received | Enables a Cluster to review factual information relating to a complaint from a service user/member of the public, to assist in the provision of a response to the individual and in the resolution of the particular issue. |
| **Employee Information**<br><br>o As part of an investigation in relation to a specific performance and/or conduct issue. | Enables a Cluster to review factual information relating to an employee's location at a date(s) and/or time(s) (or an approximate timeframe). This would be in relation to a performance or conduct investigation. |

| | |
|---|---|
| **Tax Requirement**<br><br>o    Record of vehicle use | Enables a Cluster to provide factual information to demonstrate that a vehicle has not been used for personal purposes in connection with personal tax liabilities. |

5.12    **Access to the Information**


- **Cluster Management**


Locating systems will differ across Clusters and as a result each will have different access requirements and information and reporting needs. Therefore, it is the responsibility of each Cluster to have local data management arrangements in place, including details of authorised users of the system in the Cluster.  Some Clusters will access data on a 'real time' basis for health and safety purposes or to ensure that resources are effectively deployed on a daily basis. In addition, retrospective information may be used for monitoring and analytical purposes over a longer period.


Where information is extracted from a system for the purpose of improving service delivery, it will be anonymised to ensure that there is no link to an employee in relation to specific records.


Where an issue or concern within the principles and provisions of this policy is raised and the system has the recorded data that relates to the issue or concern, access to the data will be via a written request from the Officer seeking to access the data (see accompanying process). This request must be submitted for authorisation by a Service Manager, Chief Officer, or Director explaining the reason(s) the data is required, which must be consistent with the principles and provisions of this policy. This authority will only be given in relation to information that pertains to the area of concern and the information request must be in relation to a date(s) and/or time(s) (or an approximate timeframe) and within the principles and provisions of this policy.


- **By an Investigating Officer**


In the event of information being required from any locating system as part of an investigation concerning the performance or conduct of an employee, the Investigating Officer must have written authority from a Service Manager, Chief Officer, or Director to access the requested information.  This authority will only be given in relation to information that pertains to the investigation and the information request must be in relation to a date(s) and/or time(s) (or an approximate timeframe) and within the principles and provisions of this policy.

Each Cluster will retain records of the date upon which information was provided from a locating system in relation to an employee's performance or conduct and details of the person who accessed the system.

- **Subject Access Requests for Information**

Under Data Protection legislation, employees have the right of a subject access request in relation to their own personal data. Such requests must be referred to the Council's Access to Information Team and be handled in accordance with relevant Council policy and procedures.

- **Third Parties**

Information collected through any locating system, in relation to an employee, will not generally be disclosed to a third party (this includes other employees, any freedom of information requests or requests from other public authorities), without the prior knowledge and consent of the employee concerned, except where such release is permitted or required by law. All requests for personal data from third parties must be referred to the Council's Access to Information Team and be handled in accordance with relevant Council policy and procedure.

5.13    **Storage of Data and Records**

In the event that information is extracted from a system and produced in an alternative format (e.g. paper, digital file) the records will be stored securely and will only be accessible to those with authority to access the data, in the particular Cluster.

5.14    **Retention of Data and Records**

Information collected by a locating system will not normally be retained for longer than 6 months. All new systems which capture location data should have the functionality to automate the deletion of data in accordance with the Council's retention and disposal schedule.

Where information collected by a locating system is required for the purposes of an investigation, it will form part of the investigation record, and will be retained in accordance with the relevant retention period outlined in the Council's retention and disposal schedule. Investigation records will

be managed in accordance with the Council's Corporate Information Policy and Supporting Procedures.

In the event that a record is, or seems likely to be, required in connection with court or legal proceedings, then advice should be sought from the Council's Data Protection Officer.

All records will be disposed of in accordance with the Council's Records Retention & Disposal Schedule.

# 6 Risk

6.1 The following identified risks will be mitigated against through having this policy in place.

- Compliance - the main purpose of the policy is to ensure that data from locating systems is only accessed and used in the circumstances defined under the policy, and that it is appropriately handled, helping avoid the risk of non-compliance with Data Protection and Human Rights legislation.

- Operational – where data from locating systems is accessed and used appropriately, in accordance with this policy, this will reduce the chance of any industrial relations issues arising which could disrupt Council operations.

- Financial – the policy should contribute to the avoidance of claims against the Council relating to data protection, discrimination, or constructive dismissal resulting from unlawful or unfair practices, which can be costly.

- Reputational - if the policy is applied correctly claims such as those detailed in the bullet point above will be avoided, which will prevent any reputational damage occurring in relation to a legislative or unfair practice breach.

6.2 There have been no unintended effects, consequences and risks identified resulting from the introduction of the policy. This will continue to be monitored as the policy is applied.

6.3 The risks identified will be managed and mitigated through application of the policy across the Council. This will be undertaken by ensuring the policy is readily available to all staff and that support is provided from People and Organisational Development in the interpretation of the policy, where required.

6.4 Monitoring will be undertaken of any feedback from stakeholders or others in relation to the identified risks and appropriate action taken if any concerns arise.

6.5 The policy should also support the organisation's 'PREVENT' obligations as part of the 'CONTEST' framework by helping to maintain employee trust in the organisation by ensuring that data from locating systems is accessed and used in accordance with the policy. This should

help to maintain staff health and wellbeing, reduce their vulnerability and in turn make them less susceptible to radicalization and being drawn into terrorist organisations.

# 7 Environmental Considerations

7.1 Hardcopy printouts of data from a locating system will only be undertaken where appropriate, to minimise usage of paper, with digital records to be utilised wherever possible.

7.2 The policy should indirectly contribute to the Council's Strategic Priority of Energy Transition and Net Zero, with the uses of data from locating systems including vehicle utilisation, efficient routing, carbon management planning and identification of any carbon footprint.

# 8 Policy Performance

8.1 One of the main factors determining the effectiveness of the policy will be adherence to it by Clusters who make use of locating systems, with the information and data only being used in accordance with the reasons detailed in this policy, and with any specific requests for access being made in line with the accompanying process. In addition, adherence to the retention and storage of the data provisions on locating systems will be another factor determining its effectiveness, with legislative requirements requiring to be met.

8.2 The effectiveness of the policy will be measured by monitoring any complaints received from employees, trade unions, or others, in relation to the access or use of data from a locating system. Feedback from users to whom the policy applies will also be monitored to check that it is operating as intended, and if it is not, to consider any necessary changes.

8.3 The Chief Officer – People and Organisational Development will decide where and when data is reported on the effectiveness of the policy, also ensuring that confidentiality is maintained.

# 9 Design and Delivery

9.1 The policy links to the 'Workforce Design' principle of the Target Operating Model of the Council in that it is concerned with organisational culture and promotion of fairness in the workplace, in connection with the use of locating systems. The application of the policy should help ensure alignment with this principle. It also links to the Council's Guiding Principles of valuing and supporting staff and trusting one another.

9.2 The policy also aligns with the 'Prosperous People' theme in the Local Outcome Improvement Plan (LOIP) which indicates that all people in the City are entitled to live in a manner in which they feel safe and protected from harm and supported where necessary. All citizens are equally entitled to enjoy these aspirations, including employees of the Council. Having a policy of this

type in place where locating systems data is only used for defined purposes, including in relation to staff health and safety, should assist with employee wellbeing, with it being clear that it is not being used for general monitoring of their whereabouts. This should indirectly contribute to a safe and healthy workplace for all.

9.3 The policy should indirectly contribute to the Council's Strategic Priority of Energy Transition and Net Zero, with the uses of data from locating systems including vehicle utilisation, efficient routing, carbon management planning and identification of any carbon footprint.

9.4 The provisions detailed under paragraphs 5.94 and 5.95 above, covering storage and retention of data will help ensure alignment of the policy to support the Council's statutory obligations in relation to data protection.

# 10 Housekeeping and Maintenance

10.1 The policy will be reviewed annually, and any necessary updates made to it. It replaces the existing Locating Systems in Vehicles and Devices policy.

# 11 Communication and Distribution

11.1 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 4 above.

11.2 The policy and documentation will be available for review on the organisation's shared areas on the intranet. Any future updates to the policy will also be appropriately communicated.

# 12 Information Management

12.1 Information generated by the application of the policy will be managed in accordance with the Council's Corporate Information Policy and supporting Procedures.

# 13 Definitions and Understanding this Policy

13.1 Locating systems – are systems that use Global Positioning Systems (GPS) in real time or retrospectively, that can identify the location of a vehicle or device they are fitted to. The systems are designed to be used for a variety of purposes such as health and safety, service

performance management, resolving complaints etc. GPS units may be fitted to vehicles and devices such as radios and mobile devices (e.g. handhelds, telephones, tablets).

<div align="right">Appendix 2</div>

## Process for Making a Specific Request to Access Recorded Data from a Locating System (including proforma)

Where an issue or concern within the principles and provisions of the 'Use of Locating Systems in Vehicles and Devices Policy' is raised and the system has the recorded data that relates to the issue or concern, access to the data will be through a written request (on the proforma below) from the Officer seeking to access the data.

This request must be submitted for authorisation to a Service Manager, Chief Officer or Director explaining the reason(s) the data is required, which must be consistent with the principles and provisions of the policy.

This authority will only be given in relation to information that pertains to the area of concern and the information request must be in relation to a date(s) and/or time(s) (or an approximate timeframe) and within the principles and provisions of this policy.

**Proforma to Request Access to Recorded Data from a Locating System**

Please ensure this request is within the principles and provisions of the 'Use of Locating Systems in Vehicles and Devices Policy'.

This completed form should be submitted to a Service Manager, Chief Officer, or Director for authorisation.

Name of Officer making request: …………………………………………………….

Job title:          …………………………………………………………………………….

Team/Cluster/Function:  …………………………………………………………………………………………………....

| Please provide details of the reason(s) for the request: |
|---|
|  |

Please provide details of what specific information is requested including relevant date(s) and/or time(s) (or an approximate timeframe) and locating system or device:

Signature: ……………………………………………………... Date: …………………

| Authorised?  Yes/No | |
|---|---|
| Any comments in relation to the decision:<br><br><br>If the decision is 'No', please provide explanation:<br><br> | |

Name of authoriser:  …………………………………………...................

Job Title of authoriser: ………………………………………………………………………
(Authoriser must be a Service Manager, Chief Officer, or Director)

Signature of authoriser: ………………………………………….    Date: ………………….....

Note: Once this form has been fully completed, the Service Manager, Chief Officer, or Director, whichever applies, will notify the Officer who made the request of their decision on whether access to the recorded data on a locating system is authorised. This form will then be passed to the HR and Payroll Service Centre for filing.

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