Public Document Pack

ABERDEEN
CITY COUNCIL

To: 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, Clark, Macdonald, McLeod and Thomson.

<u>Trade Union Advisers</u>: Zemeta Chefeke and Doug Haywood (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 Fiona Sales (UCATT) and 2 vacancies (VOICE).

Town House,
ABERDEEN, 8 November 2024

STAFF GOVERNANCE COMMITTEE

The Members of the **STAFF GOVERNANCE COMMITTEE** are requested to meet in **Committee Room 2 - Town House on <u>MONDAY, 18 NOVEMBER 2024 at 10.00am</u>. 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

ALAN THOMSON
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>There are no items of exempt business</u>

DECLARATIONS OF INTEREST AND TRANSPARENCY STATEMENTS

3.1.   <u>Members are requested to declare any interests</u>

DEPUTATIONS

4.1.   None at this time

MINUTE OF PREVIOUS MEETING

5.1.   Minute of Previous Meeting of 9 September 2024 - for approval   (Pages 5 - 8)

COMMITTEE PLANNER

6.1.   Committee Business Planner   (Pages 9 - 12)

NOTICES OF MOTION

7.1.   None at this time

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

8.1.   None at this time

WORKFORCE STRATEGIES

9.1.   Leadership and Management Development Update - CORS/24/314   (Pages 13 - 36)

PERFORMANCE

10.1.   Staff Governance Committee Annual Effectiveness Report - CORS/24/305 (Pages 37 - 56)

COUNCIL POLICIES AFFECTING STAFF

11.1.   Volunteering Policy - CORS/24/294   (Pages 57 - 76)

HEALTH, SAFETY & WELLBEING OF STAFF

12.1.   Corporate Health and Safety Quarterly Update - CORS/24/317   (Pages 77 - 96)

Integrated Impact Assessments 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](#)

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

This page is intentionally left blank

STAFF GOVERNANCE COMMITTEE

ABERDEEN, 9 September 2024.   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 Bonsell (as substitute for Councillor Macdonald), Boulton, Clark, McLeod and Thomson.

Trade Union Advisers:- Zemeta Chefeke and Doug Haywood (EIS); Kevin Masson and Neil Watson (GMB); Jim Currie (UNISON); Mishelle Gray (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. The following transparency statements were intimated:-

- Councillor Clark made a transparency statement in respect of all items on the agenda due to her membership of UNITE, but did not consider that this amounted to an interest which would prevent her from participating in the meeting.
- Similarly, Councillors Bonsell and Thomson made transparency statements in respect of all items on the agenda as members of UNISON but did not consider that this amounted to an interest would prevent them from participating in the meeting.

MINUTE OF PREVIOUS MEETING

2. The Committee had before it the minute of its previous meeting of 24 June 2024 for approval.

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

COMMITTEE BUSINESS PLANNER

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

The Committee resolved:-
(i)   in relation to item 9 (Supporting Attendance and Wellbeing Policy), to note that officers had advised that work was ongoing in relation to improving the approach to managing absence, and therefore an update report would be provided to

STAFF GOVERNANCE COMMITTEE
9 September 2024

Committee in November, with the Policy to be presented to a meeting in 2025 for approval;

(ii)   to agree to remove items 12 (Managing Substance Misuse Policy) and 13 (Corporate Health and Safety Policy) from the November planner, as there were no amendments to be made to either Policy which would require Committee approval; and

(iii)   to otherwise note the planner.

CORPORATE HEALTH & SAFETY QUARTERLY UPDATE - APRIL TO JULY 2024 - CORS/24/262

4.   The Committee had before it a report by the Executive Director Corporate Services which provided a summary of statistical health and safety performance information for the three month reporting period from April to July 2024 to provide the Committee with the opportunity to monitor compliance with health and safety legislation.

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

The Committee resolved:-
(i)   in relation to the chart on page 39 of the agenda (reported incidents from 2021/22 to 2024/25) to request that in future reports, officers include a breakdown of figures showing comparable performance by quarter in previous years, rather than by year;

(ii)   in relation to section 3.5.5 of the report, and the wording "*The choice on recording of every incident should be done following a consultation between the line manager and the affected member of staff*", to note that there could be further discussion between officers and Trade Union representatives on this wording at their regular meeting, however to note the potential compromise suggested at the Committee meeting of "*The choice on where to report the incident*"; and

(iii)   to otherwise note the report.

INTERNAL COMMUNICATIONS AND EMPLOYEE ENGAGEMENT PLATFORMS – ANALYSIS - CORS/24/261

5.   With reference to article 5 of the minute of its meeting of 22 January 2024, the Committee had before it a report by the Executive Director Corporate Services which provided an analysis of the performance of the current digital methods of Internal Communications, including activity data to show employees accessing SharePoint and 'Open Forum' (Viva Engage) and taking into consideration the recent public consultations which had also been promoted to staff.

The report recommended:-

STAFF GOVERNANCE COMMITTEE
9 September 2024

that the Committee note the performance of internal communications and employee engagement.

The Committee resolved:-
to approve the recommendation.

POLICIES FOR PEOPLE UPDATE - CORS/24/259

6. With reference to article 8 of the minute of its meeting of 26 June 2023, the Committee had before it a report by the Executive Director Corporate Services which provided the annual update on the application of the Managing Discipline, Managing Grievances and Dignity and Respect at Work policies.

The report recommended:-
that the Committee –
(a) note the updated data provided regarding the usage and application of the policies; and
(b) note the improvement actions planned to improve progress on timescales for employee relations casework across the organisation within a joint action plan.

The Committee resolved:-
to approve the recommendations.
- **COUNCILLOR NEIL COPLAND, Convener**

This page is intentionally left blank

	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				18 November 2024					
4	Staff Governance Committee Effectiveness Report	To present the annual effectiveness report		Steph Dunsmuir	Governance	Corporate Services	GD 8.5		
5	Supporting Attendance and Wellbeing Policy Update	SGC 09/09/24 - to note that officers had advised that work was ongoing in relation to improving the approach to managing absence and therefore an update report would be provided to Committee in November, with the actual policy to be presented to a meeting in 2025 for approval		Isla Newcombe	People & Citizen Services	Corporate Services	2.5		
6	Volunteering Policy	To update Committee on the progress in relation to the Volunteer project and seek approval for a new Volunteers policy		Luci Camilli / Alison Paterson	People & Citizen Services	Corporate Services	2.5		
7	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 & Citizen Services	Corporate Services	2.4		
8	Flexible / Smarter Working Guidance and Policy	To present the policy for approval		Isla Newcombe	People & Citizen Services	Corporate Services	2.5	D	This report is delayed due to ongoing discussions with Trade Union colleagues
9	Corporate Health & Safety Quarterly Update	For period to 30 September 2024		Colin Leaver	Governance	Corporate Services	3.2		
10				27 January 2025					
11									
12									
13				21 April 2025					

	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
14	Equality and Diversity Staffing Outcomes / 2025 Update on Equality, Diversity and Inclusion Action Plan	SGC 13/03/23 - to instruct the Chief Officer – People and Organisational Development to provide an update to Staff Governance Committee at a future meeting of the Committee on any impact this report has on the Equality, Diversity and Inclusion Action Plan as well as any changes, updates or new areas of focus based on the data and analysis SGC 26/06/23 - to instruct the Chief Officer – People and Organisational Development to report to Staff Governance Committee on progress to the Equality, Diversity and Inclusion Action Plan on an annual basis which will either be as part of Mainstreaming or Progress Report updates or as an independent report in years where there is not a Mainstreaming or Progress Report SGC 26/06/23 - to instruct the Chief Officer - People and Organisational Development to report to Staff Governance Committee in advance of the next Mainstreaming Report being presented to Anti-Poverty and Inequality Committee in March 2025 (dates to be confirmed) with an update on proposed staffing-related content and Outcomes. This will include the annual update on the Equality, Diversity and Inclusion Action Plan		Sandie Scott	People & Citizen Services	Corporate Services	TBC		
15	Equality and Diversity Policy	If required, to present an updated policy for approval - review date of approved policy is April 2025	April 2025	Sandie Scott	People & Citizen Services	Corporate Services	2.6		
16	Corporate Health & Safety Quarterly Update	For period to 31 December 2024	April 2025	Colin Leaver	Governance	Corporate Services	3.2		
17	EAS Annual Progress Update Occupational Health and Absence Annual Update	To present an annual report for the EAS/OH & Sickness Absence figures	April 2025	Sharon Robb	People & Citizen Services	Corporate Services	2.7		
18	**16 June 2025**								
19	Family Friendly Policies	SGC 24/06/24 - to instruct the Chief Officer – People and Citizen Services to report back to Staff Governance Committee in one year's time with updated policies and documentation for approval	June 2025	Sharon Robb	People & Citizen Services	Corporate Services	2.5		

	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
20	Employee Mental Health Action Plan Annual Progress Update	To provide an update in relation to the employee mental health action plan	June 2025	Sandie Scott	People & Citizen Services	Corporate Services	3.2 iii		
21	Staff Travel Plan & Policy	NZET 27/03/24 - The Committee resolved:- (i)to replace recommendation 2.1 with "instruct the Chief Officers – Strategic Place Planning and People and Citizen Services, in consultation with the Chief Officer-Finance, to set up an internal officer working group to review and refresh the Council's Staff Travel Policy with the emphasis on walking and cycling"; (ii) to instruct the Chief Officer – Strategic Place Planning to update the Council's Travel Plan to align with any proposed changes to the Staff Travel Policy resulting from (i); (iii) to instruct the Chief Officers – Strategic Place Planning and People and Citizen Services to thereafter undertake consultation with Council staff and trade unions on any proposed changes to the Staff Travel Policy and/or the Council Travel Plan; and (iv) to instruct the Chief Officers – Strategic Place Planning and People and Citizen Services, following analysis of the consultation and finalisation of the documents, to report both the updated Staff Travel Policy and Council Travel Plan back to this Committee and / or other relevant committees by Summer 2025 for approval.	Summer 2025	Sandie Scott	People & Citizen Services	Corporate Services	2.5		
22	**25 August 2025**								
23	Mortuary Staff Move	To present an update to Committee	Summer 2025	Lesley Strachan	People & Citizen Services	Corporate Services	2.2		
24	Supporting Attendance and Wellbeing Policy	To seek approval of the policy		Isla Newcombe	People & Citizen Services	Corporate Services	2.5		
25	Policies for People Update	SGC 26/06/23 - to instruct the Chief Officer - People and Organisational Development to report disciplinary, grievance and dignity and respect at work data to the Staff Governance Committee on an annual basis		Lesley Strachan	People & Citizen Services	Corporate Services	2.5, 2.7		
26	Corporate Health & Safety Quarterly Update	To present the quarterly upudate		Colin Leaver	Governance	Corporate Services	3.2		
27	**3 November 2025**								
28	Bairns Hoose	To present an update to Committee		Lesley Strachan	People & Citizen Services	Corporate Services	2.2		

	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
		A	B	C	D	E	F	G	H	I
29	Staff Governance Committee Effectiveness Report	To present the annual effectiveness report		Isla Newcombe	People & Citizen Services	Corporate Services	GD 8.5		
30	Corporate Health & Safety Quarterly Update	To present the quarterly upudate		Colin Leaver	Governance	Corporate Services	3.2		
31	People Policy Data	SGC 26/06/23 - to instruct the Chief Officer - People and Organisational Development to report disciplinary, grievance and dignity and respect at work data to the Staff Governance Committee on an annual basis		Isla Newcombe	People & Citizen Services	Corporate Services	2.2		
32	Managing Substance Misuse Policy	The revised policy was approved at Committee in November 2023 - to be reviewed annually	Report will not be required if there are no changes to be made	Isla Newcombe	People & Citizen Services	Corporate Services	2.5		
33	Corporate Health & Safety Policy	To present the revised Health & Safety Policy	Report will not be required if there are no changes to be made	Colin Leaver	Governance	Corporate Services	2.5		
34	Whistleblowing Policy and Procedure	The revised policy was approved at Committee in November 2023 - due for review November 2025	Report will not be required if there are no changes to be made	Isla Newcombe	People & Citizen Services	Corporate Services	2.5		
35	**2026**								
36	Managing Performance Policy and Procedure	The revised policy was approved at Committee in January 2024 - due for review January 2026	Report will not be required if there are no changes to be made	Isla Newcombe	People & Citizen Services	Corporate Services	2.5		
37	**REPORTING DATE TO BE CONFIRMED**								
38	Zero Tolerance Policy	SGC 22/04/24 - to instruct the Interim Chief Officer – People and Citizen Services to combine the three closely linked policies, procedures and approaches relating to Zero Tolerance, Violence and Aggression, and Unacceptable Actions into a single policy; with the exception of pupil behaviour in schools as this was governed by national policy and guidance; and report back to Committee for approval of the final policy		Isla Newcombe	People & Citizen Services	Corporate Services	2.5		
39	Employee Code of Conduct	To present an update on the Employee Code of Conduct		Isla Newcombe	People & Citizen Services	Corporate Services	2.5		
40	People development policy / guidance	To seek approval of the policy		Isla Newcombe	People & Citizen Services	Corporate Services	2.5		

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	18 November 2024
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Leadership & Management Development Programme – Update
REPORT NUMBER	CORS/24/314
EXECUTIVE DIRECTOR	Andy MacDonald
CHIEF OFFICER	Isla Newcombe
REPORT AUTHOR	Sandie Scott
TERMS OF REFERENCE	2.4

1. PURPOSE OF REPORT

1.1. To update Committee on progress and activity on our approach to leadership and management development which was approved in October 2022.

2. RECOMMENDATIONS

That the Committee:

2.1. notes the continuing progress made on developing our leaders and managers and the assurance provided within the report that this programme equips our managers to deal with the challenges ahead; and

2.2. notes the introduction of the Accelerator Scheme as part of the Aspiring Leaders programme 2024-25 and how this will contribute to supporting people with Protected Characteristics to progress their people management ambitions with Aberdeen City Council, increasing the pool of diverse candidates at leadership level who are suitably qualified and ready to undertake senior posts.

3. CURRENT SITUATION

3.1. In October 2022, the Committee approved our approach to Leadership and Management Development in supporting delivery of the Target Operating Model 1.2.

3.2. A Leadership & Management Development update was provided to Committee in November 2023 – this provided an overview of the People Manager Capability Framework and how the required capabilities of our managers would be developed and delivered via our four key Leadership & Management Development programmes; underpinned by four supporting aspects of effective management: coaching, mentoring,

communications and engagement (via the Leadership Forum), and compliance (mandatory training).

People Management	Inspiring Leaders	Aspiring Leaders	Chief Officer Development
Foundation programme for new and existing managers to ensure good management basics are in place.	*An advanced programme to stretch and inspire. This will be essential for service managers, but open to all and any leaders.*	*A cohort-based development programme for aspiring leaders to support succession planning, talent retention and development.*	*Designed specifically for ECMT based on diagnostics and the need to role model the core elements of leadership and management training.*

Embedded in all programmes

Coaching	Mentoring	Leadership Forum	Mandatory training

3.3. A Diversity in Recruitment Update was presented to Council on 11 October 2024 and provided a detailed report on the activity undertaken to improve diversity in recruitment, including leadership and management roles. This included a deep-dive into how our commitment to improving diversity at senior leadership levels is supported by our internal leadership and management development programmes.

3.4. This report builds upon these previous reports and provides a wider update on the progress delivered across our Leadership & Management programme in the past 12 months.

Progress Update
The People Manager Capability Framework

3.5. The People Manager Capability Framework was formally launched as part of the Continuous Review and Development (CR&D) 2023/24 cycle on 27 November 2023, alongside the four other Job Family Capability Frameworks.

3.6. The People Manager Job Family is made up of all job roles across the organisation that have line management responsibility for others. Although the demands of the job differ depending on the service, the Capability Framework provides clarity on the core capabilities that are expected of all managers (see appendix A). Chief Officers have distinct role to play as leaders of the city as well as the organisation, therefore have a separate Capability Framework to reflect this.

3.7. The launch of the People Manager Capability Framework was promoted through various means such as an intranet news post, Leadership Forum event and follow up resources, and a personalised email (appendix B) welcoming individuals to their job family and advising on what this means for their Capability Framework and development.

3.8. The People Manager Capability Framework was built into our HR/Payroll system, CoreHR, to form a mandatory part of our formal appraisal process, Continuous Review and Development (CR&D). People managers were asked to lead the way and complete a self-assessment against the new People Manager Capability Framework to get an understanding of

their areas of strengths and priority areas for development. See Appendix C for examples of both the employee and manager experience of this in CoreHR.

3.9. Several support and development initiatives were implemented to assist People Managers in understanding and implementing the new job family approach and Capability Framework within CR&D. This included an [initial launch webinar], [intranet pages] with support guides, [a trainer led workshop] and one-to-one drop-in sessions.

The People Management Development Programme

3.10. This programme is designed for new and existing managers to provide them with the fundamental knowledge and skills that are required of people managers, asset out in the People Manager Capability Framework. The People Management Development Programme is made up of a range of topics delivered in-person, online via Microsoft Teams, or via the ACC Learn eLearning platform.

3.11. The People Management Development Programme has three key levels:
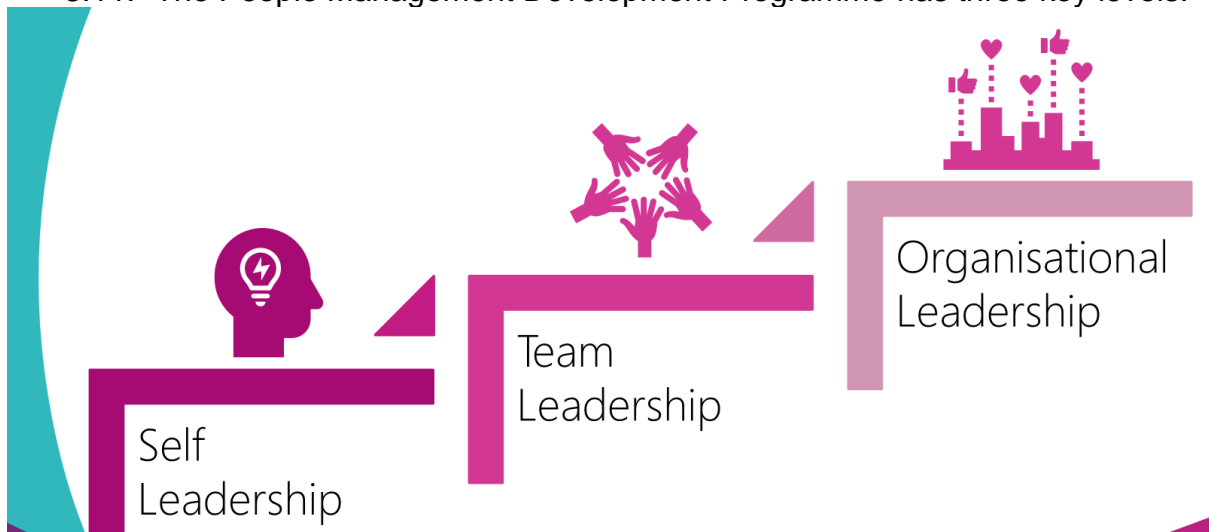
- **Self Leadership:** seeks to raise the self-awareness of our people managers, provide clarity on their priority development areas, and build their personal productivity to enable them to thrive in people management.
- **Team Leadership:** seeks to develop the crucial interpersonal skills for people managers with the people they directly manage and lead.
- **Organisational Leadership:** seeks to develop the wider leadership skills needed by our people managers to lead key corporate priorities and change initiatives.

3.12. The People Management Development Programme was launched and promoted to people managers via a Leadership Forum webinar, and individual workshops are promoted as they are available throughout the year.

3.13. To further promote the People Management Development programme, a video has been created by our online learning content provider, Thrive. The video is currently shared on the [People Manager page](#) on the intranet; with intent to share wider in line with specific opportunities.

Development is here for all new and existing people managers to support you to thrive in your role
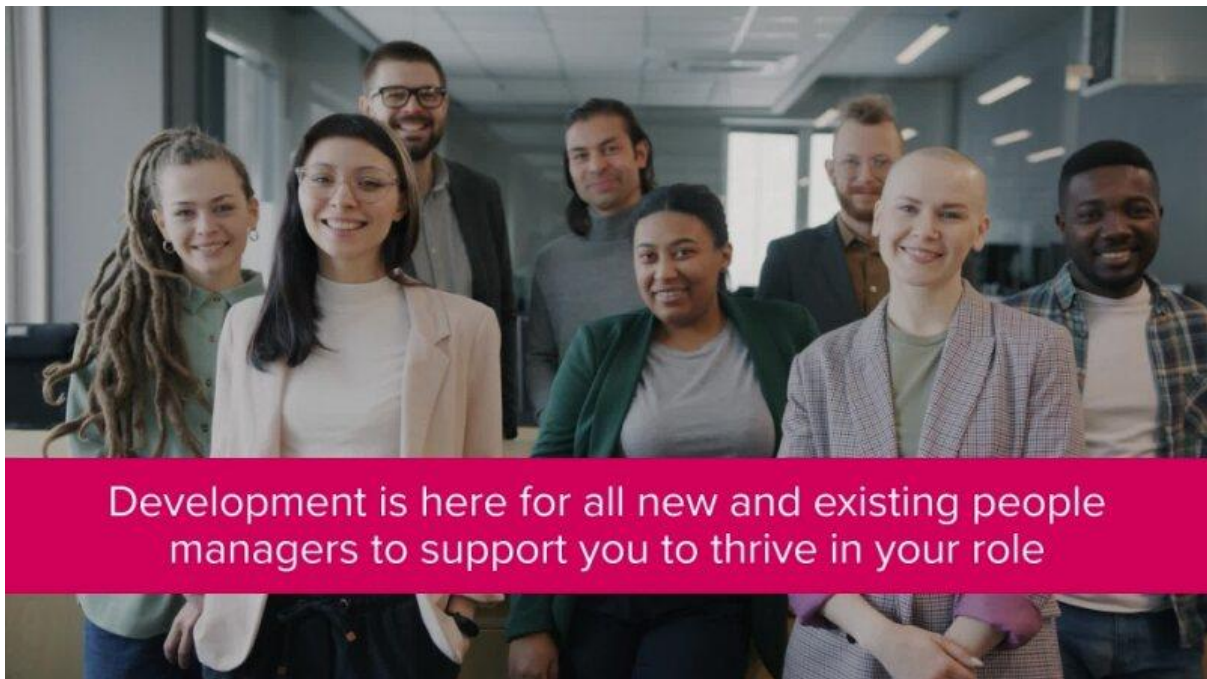
3.13 The table below details the People Management Development workshops delivered in the past 12 months, including the number of sessions, the number of attendees and the average rating based on the evaluation of the course.

	Course Title	Summary	Number of sessions	Attendance	Average Rating (KPI = 80%)[1]
SELF LEADERSHIP	**Managers Induction**	The workshop provides new managers an overview of what is expected of a People Manager at Aberdeen City Council. It covers the People Manager Capability Framework and provides an opportunity to network and learn from an experienced manager and gain awareness of different leadership styles. It also provides people managers with a self-assessment to develop insights into their own leadership style.	5	41	93%
	Presentation Skills (Upcoming)	A workshop to develop the skills of people managers as data visualisers, storytellers and confident presenters.	-	-	-
TEAM LEADERSHIP	**Undertaking Effective CR&Ds**	The purpose of this course is to enable people managers to facilitate great End of Year Review conversations – covering performance feedback, capability framework ratings, development needs, wellbeing - as part of our appraisal process, Continuous Review and Development (CR&D), including how to record this in CoreHR.	6	56	86%
	Leader and Manager as a coach	This course explores the principles and practice of coaching as a key management practice. Participants will develop confidence in using their coaching and questioning skills within their role as to raise awareness and build responsibility in staff for their own performance.	9	66	80%
	Courageous Conversations	A workshop to provide managers with the skills and tools to undertake 'difficult' or courageous conversations as part of supporting high performance in their team.	1 (Pilot session)	10	70%
	Recruitment and Selection	This course is for managers who undertake recruitment as part of their role. This course covers all aspects of our recruitment process from advertising, shortlisting applications, interviews and onboarding new employees. It covers equality, diversity and inclusion throughout the recruitment process, including using inclusive advert wording and images, and preventing unconscious bias in the selection process.	10	134	91%

---

[1] The Key Performance Indicator (KPI) for all People Development courses – face to face and online – is 80%. Where the average score for a workshop/course falls below the KPI, we review monthly and agree an improvement plan. This can include reviewing feedback for any issues with delivery, reviewing frequency of delivery, reviewing ongoing relevance of subject matter, and considering whether all target employees have been reached.

ORGANISATIONAL LEADERSHIP	**Undertaking effective 1:1s (upcoming)**	A workshop designed to provide managers with the skills and tools to embed effective and regular 1:1 conversations with employees as part of their core management practice.	-	-	-
	Undertaking effective team meetings (Upcoming)	A workshop designed for managers to hold effective and productive team meetings and manage the dynamics within a team.	-	-	-
	The ACC approach to leading people through change	A workshop for People Managers who manage teams affected by change and provides managers with the key skills and tools in order to understand how people respond to change and how to best support them.	5	33	90%
	Mental Health Awareness for Managers	This course shares good practice in identifying common mental health problems and making adjustments.	8	62	83%

3.15. Looking more closely at the additional comments participants opt to submit in their evaluations, feedback indicates the courses are very well received, that the sessions are helpful for understanding corporate priorities, and provide the opportunity to network and learn from peers. The programme will continue to expand as there are more sessions currently being developed. The next step is to further promote these courses and evaluate the longer term impact of these courses.

3.16. The table below provide a list of recommended but optional self-learning resources available to People Managers on ACC Learn.

	Course Title
Self Leadership	Leadership Styles
	Time Management for Managers
	Decision Making for managers
	Digital Leadership
	Creating a Digital Culture
	Creating a Trust Culture
	Decision Making for Managers
	Making Good Decisions
	Creating a Presentation

	Delivering a Presentation
	Remote Presentation Skills
	What's your Communication Personality?
	Why Communication Matters
Team leadership	Coaching Skills for Managers
	Introduction to coaching
	Building Relationships as a Leader
	Building Respect in the Workplace
	Managing your team
	Mentoring Skills
	How to Delegate Effectively
	Inclusive Leadership
	Introduction to Performance Management
	Leading with Integrity
	Working Collaboratively online
Organisational Leadership	Gender Equity
	Introduction to Frontline Complaints
	Meeting our Climate Change Duties
	Trauma Informed
	Leading through Change
	Managing Change Quiz

3.17. In addition to the above, all people managers are required to undertake the following mandatory eLearning courses:

Course Title	Refresh rate
Managing Safety	Every three years refresher
Mentally Healthy Workplaces	Once when starting organisation/ going into a management role
Investigations Procedure	Once when starting organisation/ going into a management role and then again if any updates are made.
Dignity and Respect at Work	Once when starting organisation/ going into a management role and then again if any updates are made.
Managing Grievances	Once when starting organisation/ going into a management role and then again if any updates are made.
Managing Discipline	Once when starting organisation/ going into a management role and then again if any updates are made.

The Inspiring Leadership Programme

3.18. The Inspiring Leadership programme aims to provide development opportunities for more experienced and senior managers to advance their management practice.

	Course Title	Summary	Number of sessions	Attendance	Average Rating
Self Leadership	**Design and Deliver Engaging Training and Presentations**	This workshop is available enable people to design and deliver engaging training and presentations in person or online.	3	21	95%
Team Leadership	**Conflict Management Level 2**	To learn about managing conflict in the workplace when dealing with citizens.	7	69	Not available[2]
	Advanced Facilitation Skills (Upcoming)	This workshop will provide managers with core facilitation skills and tools to facilitate sessions.	-	-	-
Organisational Leadership	**Model for Improvement**	The Model for Improvement is a framework designed to develop, test and implement changes that lead to improvement. The Model is used and endorsed by the Scottish Government and is credited with bringing about improvements in the NHS. It is being rolled out across Aberdeen City Council and Community Planning Aberdeen partners to create a city-wide culture of quality improvement and improve outcomes for the people of Aberdeen.			
	Commercial Awareness	This workshop support participants in becoming more commercially aware and entrepreneurial when looking for opportunities and innovative ways of delivering services to meet local needs through delivering value for money, sustaining communities and providing choice.	1 (pilot)	9	80%

[2] This course is delivered by NESCOL – at present their evaluation is qualitative only. We are currently working with them to improve the evaluation and align evaluations with other courses. In the meantime, the overall tone of the feedback is very positive and appreciative. Participants found the training to be engaging, informative, and well-delivered. They appreciated the interactive nature of the course and the practical tools provided for conflict management.

	Course Title	Summary	Number of sessions	Attendance	Average Rating
	Working Collaboratively	This workshop explores how we effectively lead and work across boundaries with diverse groups of council staff, stakeholders and citizens. It discusses how organisational and place-based leadership is fundamental to our role within the Council.	2	20	88%
	Attendance at Committee Training	This course is geared towards officers who have to report to Council or Committee.	1[3]	14	94%
	Integrated Impact Assessments Pit stops	These one hour workshops introduce our Public Sector Equality Duty, the need to consider and consult our diverse population of employees and citizens as part of presenting decisions, with an overview of the new IIA template.	5	26	
	Taking Action on Climate Change	The course is designed for anyone who is interested in learning more about climate change and how to take action for a greener future, but essential for Service Managers.			
	Climate Literacy	An awareness of the carbon costs and impacts of everyday activities and the ability and motivation to reduce emissions, on an individual, community and organisational basis.	1		

3.19. The table below provides a list of recommended but optional self-learning resources available to Service Managers on ACC Learn.

---

[3] Pilot course took place on 29th October with 14 staff attending. Next two dates (Nov & Dec) have 61 staff booked.

	Course Title
Self Leadership	Digital Leadership
Team leadership	Building Resilience
	Smarter Working
Organisational Leadership	Project Management
	Carbon and the Climate
	Procurement Modules

3.20. In terms of next steps, the programme will continue to expand with topics on consultation skills, early intervention and prevention, carbon budgeting, and systems leadership.

Chief Officer Development Programme

3.21. Chief Officers have a [Capability Framework](#) which recognises the unique role they play as leaders of the city as well as the organisation. As a result, Chief Officers have a separate programme which is aligned to their capability framework.

3.22. This year, the focus for Chief Officers' development has been a programme of learning on early intervention and prevention. This has been designed and developed by the public health team in NHS Grampian in collaboration with our Health Determinants Research Collaboration Aberdeen (HDRCA) and People Development team. It contains the following modules:
- Understanding public health and population health approaches
- Statutory duties/functions, preventative, protective and proactive services
- Community-led health: building community capital and assets
- The wider determinants of health and inequality: social, economic, educational and environmental factors, inequalities and health inequalities
- Using and interpreting population health evidence, sources for, and interpreting of, public and population health evidence, the role of the HDRC and translating evidence into practice.

Aspiring Leaders Programme

3.23. Our Aspiring Leaders programme is designed to support the recruitment of senior leaders through encouraging and developing those with aspirations and potential to develop their skills, gain insights and increase their readiness for a Chief Officer role.

3.24. In 2023, we delivered an Aspiring *Senior* Leaders programme which provided development. In 2023/24, we received 27 applications, with 14 achieving a place on the programme, and 13 candidates completed the year-long programme to prepare them for stepping into a Chief Officer role. After 14 months of intensive development delivered by in-house subject matter experts, Chief Officers and commissioned specialists, the candidates successfully completed the programme in February 2024. Three candidates who participated in the programme have since successfully progressed to Chief Officer roles.

3.25. Since graduating from the programme, the cohort have been presented with additional internal and external opportunities to deepen their learning gained from the programme. External opportunities include the SOLACE Springboard programme, Local Government Connect Network run by the Improvement Service, and the Association of Chief Officers of Scottish Voluntary Organisations (ACOSVO) Leadership Exchange.

3.26. In addition, the group have participated in the selection of the new Aspiring Leaders 2024-25. They will also have the opportunity to embed their learning further by supporting the new programme as mentors, coaches and subject matter experts.

3.27. In July 2024, the application process opened for the new **Aspiring Leaders Programme 2024-25.** The programme is targeted toward employees who currently have no line management responsibilities but aspire to step into a management role. We initially received 22 expressions of interest in the programme, a total of 53 full applications were submitted, and 47 applicants proceeded to interview stage.

3.28. 22 candidates have been selected to join the programme for the next 9 – 12 months. The programme will officially launch in November 2024 with a welcome session, followed by a blend of facilitated learning and self-directed learning designed to provide the cohort with the necessary skills and knowledge to increase their readiness for a people manager role and will be aligned to the People Manager Capability Framework. In addition, the group will have the benefit of mentoring from an experienced manager, work with a qualified coach and participate in a project to apply their learning in practice. The programme will be delivered by internal subject matter experts who will be supported by experienced managers.

	Self Leadership (Me)	Team Leadership (We)	Organisational Leadership (Us)
Core Programme	• Getting to know you (Programme launch) • Mentoring Skills • The ACC Manager	• Leader and manager as a coach • Presentation Skills • People Management basics • Courageous Conversations • People Policies • H&S Risk Assessment	• ACC approach to change management • Equalities and diversity • Understanding the customer experience • Project Management
Self-Directed Learning	• Mentoring Skills • People Manager – Capability framework self assessment	• Time Management for managers • What is Psychological Safety? • The Art of Communication • Why Communication Matters • Creating a trust culture • Creating a Digital culture • Coaching Skills for Managers • Mentally Healthy Workplaces	• Managing people of all abilities • Equalities and diversity for managers • Decision making for managers • Smarter Working Refresh – Managers Development • Dealing with Complaints

Manager's support	Mentoring	Coaching	People Development support	Project work

3.29. Aberdeen City Council's new Accelerator Scheme was promoted as a key part of the Aspiring Leaders Programme 2024-25. This scheme has been created to improve diversity at leadership level and to address the priority diversity gaps, identified in our 2022 Employer Equality Outcomes, in the following areas:

- those under 30 years of age
- those who consider themselves to have a disability.
- those from a minority ethnic background
- women

3.30. The Accelerator Scheme offers additional support and positive action for those with protected characteristics – to increase their confidence and ameliorate their participation in our leadership programmes. This support will be tailored to the individual and the programme and can include: enhanced support from the People Development team (e.g. one-to-one adviser, a coach, a mentor); adaptations and adjustments to the application process; and removal of barriers such as timings or format of delivery. Following feedback from the Equality Working Groups and Equality Ambassadors, the scheme is to be implemented in a way that does not identify the Accelerator participants on any programme, unless they choose to disclose it themselves.

3.31. By using the Accelerator Scheme, we hope to diversify our workforce at first line management level and develop a more diverse pool of candidates who are ready, confident, available and suitable for management roles when they arise. This, in time, will diversify our middle management ranks and lead to a more diverse internal pool of candidates available for Chief Officer development and progression.

3.32. Changes were made to the Aspiring Leaders application process to remove barriers and account for the diverse needs of individuals. As part of the application process, candidates were invited to present their answers in a format of their choice – and candidates chose to do this in a variety of ways, PowerPoints, videos as well as highly creative word documents were submitted, showcasing the unique skills and strengths of our candidates. In addition, some of the interview questions were shared with the candidates in advance to allow for some preparation time.

3.33. The application form included a question on whether the candidate would like their application to be considered under the Accelerator scheme. Of the 53 applications received, 25 candidates requested that their application be considered under the Accelerator Scheme.

3.34. In addition, candidates were also asked what support or adjustments would be required. The information will be used to tailor the programme and deliver it in a way that would suit the needs of our candidates without identifying the Accelerator participants on the programme. All candidates will be supported on a one-to-one basis by a People Development Advisor throughout the programme so they can continue to share their needs and feedback in a confidential manner.

Coaching

3.35. A coaching approach is core to the whole Leadership and Management programme. The Leader and Manager as a Coach course has been in place since 2022 and to date, 153 employees have attended. In addition, the principles from the course have been woven into all the other courses in the People Management and Inspiring Leadership programme to further embed the learning.

3.36. An internal coaching service made up of 20 qualified coaches was launched in November 2023 and to date 10 coaching requests have been received. The purpose of the service is to provide 1-to-1 coaching support for employees as part of their self-development.

Mentoring

3.37. The Mentoring Scheme was initially launched as part of the Aspiring Senior Leaders programme 2023 where each participant was matched with Chief Officer and were mentored over the duration of the programme.

3.38. The scheme was then launched to the wider organisation in January 2024 inviting applications from mentors and mentees. So far, we have had 15 successful matches (including the Aspiring Senior Leaders cohort).

3.39. As part of the Aspiring Leaders Programme 2024/25, mentoring will be offered to the cohort where they will be matched with an experienced manager from another part of the organisation. This will allow the cohort to gain insights into the role of a People Manager as well as gaining some helpful advice. In addition, we will also introduce reverse mentoring to allow our mentors to gain insights into different service areas and individual experiences in the workplace.

The Leadership Forum

3.40. Supporting, connecting, informing and developing leaders and managers at all levels in our organisation is our Leadership Forum. All Leadership and Management Development opportunities are promoted to our thriving network of over 600 leaders from across the organisation. In addition to the rolling programme of development highlighted in our People Management Development Programme and our Inspiring Leadership Programme, the Leadership Forum also serves to develop our leadership community by providing a digital platform to share news, opportunities, questions and ideas; and connect them via face-to-face development and engagement on organisational priorities. Over the past 12 months, the Leadership Forum has run events which have included the following topics:
- Service delivery, service plans and service standards.
- Organisational design and structure
- Council Delivery Plan
- Local Outcome Delivery Plan (LOIP)
- Evaluating the Impact of our intentions
- Health determinants research (HDRC)
- Aberdeen City Council 's financial position
- Job family capability framework
- Digital developments and opportunities
- Council budget and our critical path
- Budget consultation
- Transformation and creative thinking
- City Centre Masterplan Beach Masterplan

Next steps

3.41. Data is key for understanding whether these programmes are effective in developing the right skills and knowledge People Managers need, and delivering the impact needed. A new PowerBI dashboard is currently being finalised by Data & Insights that will present the results of End of Year Review appraisal conversations, which were part of Continuous Review & Development this year, and will make available for the first time the reporting of results against all Capability Frameworks. This will enable us to see the strengths and priority development areas of our people managers, these results will be analysed and used to further tailor our Leadership & Management Development Programmes and ensure that the programme supports managers to meet their required core capabilities.

3.42. The Aspiring Leaders 2024-25 will be launched with the first welcome session planned for 6 November 2024.

3.43. Work will continue to further develop the Leadership & Management Development programme, with additional dates and topics to ensure that we are developing People Managers in line with Aberdeen City Council's Target Operating Model and evolving needs of the city.

4. FINANCIAL IMPLICATIONS

4.1. All of the activities and initiatives covered within this report are funded by the Corporate Training budget held within People & Citizen Services.

5. LEGAL IMPLICATIONS

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

6. ENVIRONMENTAL IMPLICATIONS

6.1. No known environmental implications arising from this report.

7. RISK

7.1. There are no risks arising from the recommendations in this report. The report provides information and updates on Council's leadership and management development programme and its associated activities which are designed to support and mitigate risks around Workforce capacity and resilience.

7.2. The assessment of risk contained within the table below is considered to be consistent with the Council's Risk Appetite Statement.

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	Ongoing workforce capacity and organisational resilience	- Delivery of year one workforce capacity aspects of Tom 1.2 including Workforce Strategy and Workforce Delivery Plan - Monitoring of Workforce data to allow trends and hotspot areas to be highlighted for interventions. - Developing digital skills and confidence across the workforce through training, coaching, mentoring, peer support, and online resources	M	**Yes**
Compliance	None		L	**Yes**
Operational	Training budget overspend	- People Development Advisors are allocated to each Cluster, to monitor local spend and advise on prioritisation. - Spend is regularly reviewed by People Development Manager.	L	**Yes**
Financial	None		L	**Yes**
Reputational	None		L	**Yes**
Environment / Climate	None		L	**Yes**

8. OUTCOMES

Council Delivery Plan 2024	
	Impact of Report
Aberdeen City Council Policy Statement **Working in Partnership for Aberdeen**	Valuing our Staff • Recognise that the Council depends upon its staff to deliver the services it provides and believe the Council must properly reward, train and support its staff. • Engage regularly with staff and trade union representatives. These proposals take forward the enabling strategies and transformation programme articulated within the TOM 1.2, and form part of the next steps for delivery of the outcomes and commitments.
Local Outcome Improvement Plan 2016-2026	
Prosperous People Stretch Outcomes	The activity reported in this update supports the delivery of all Adult, and Children & Young People Stretch Outcomes in the LOIP. Corporate Parenting, Child Protection and Adult Protection are part of our Mandatory Training courses for all staff, and being Trauma Informed is a core capability for People Managers. Improvement Methodology and Conflict Management are part of our Inspiring Leaders programme to ensure Service Managers are leading the way in improvement - and ensuring vulnerable people are able to access the support they need.
Prosperous Place Stretch Outcomes	The activity reported in this update supports the delivery of all Place Stretch Outcomes. Climate leadership is set out in both the Chief Officer and People Manager Capability Frameworks – and supporting awareness events and development interventions are a key part of their development programmes to enable them to build this capability.
Community Empowerment Stretch Outcomes	The activity reported in this update supports the delivery of LOIP Stretch Outcome 16 - 50% of people report they feel able to participate in decisions that help change things for the better by 2026. This paper reports the rollout of the People Manager Capability Framework, which includes a requirement for all people managers to ensure their team understand the commitments of our WE CARE charter in all activities affecting our customers, to ensure we are delivering a service that is connected, accessible, responsive and empowers our customers; also that they encourage their team to actively engage and co-create with customers to meet, enhance and improve their services standards. The Inspiring Leaders Development Programme includes a workshop to introduce our Public Sector

	Equality Duty, the need to consider and consult our diverse population of employees and citizens as part of presenting decisions, as part of their duty to undertake Integrated Impact Assessments.

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Previous Impact Assessment has been reviewed and no changes required - Completed.
Data Protection Impact Assessment	Completed (for coaching and mentoring)

10. BACKGROUND PAPERS

10.1   Leadership and Management Development
10.2   Leadership and Management update
10.3   Workforce Delivery Plan
10.4   Job Family Capability Framework
10. 5   Diversity in Recruitment Update

11. APPENDICES

A. People Manager Capability Framework
B. People Manager Job Family Email
C. CR&D Capability Framework as shown in CoreHR.

12. REPORT AUTHOR CONTACT DETAILS

Name	Sandie Scott
Title	People Development Manager
Email Address	sascott@aberdeencity.gov.uk
Tel	Find me on Microsoft Teams 😊

Appendix A: People Manager Capability Framework

People Manager

Purpose	**Pride**	**Team**	**Trust**	**Value**
Delivering for our customers	**Change and Improvement**	**Working with others**	**Accountability**	**Care**
1. I ensure my team understands our purpose as a Council and our purpose as a team and how they each contribute.	1. I effectively identify, plan, lead and support change.	1. I communicate, collaborate, and consult effectively with partners, stakeholders, colleagues, Trade Unions and Elected members as required.	1. I manage and mitigate risk in accordance with the Council's risk management framework.	1. Thank you goes a long way – I appreciate others, recognise and celebrate good work.
2. I empower my team members to improve customer experience and make decisions at the point of need.	2. I listen to feedback and use it to support my development.	2. I facilitate discussions for people with a range of views, helping everyone to see each other's perspectives.	2. I take responsibility for the health, safety, and wellbeing of my team and others.	2. I take responsibility for embedding equality and diversity across my service and foster an inclusive environment for my team and others.
3. I deal effectively and promptly with escalated issues/matters and use learning to improve the customer experience.	3. I create an improvement culture where others are encouraged to experiment, test and learn, and make best use of resources.	3. I encourage everyone to have a voice and create opportunities for others to input into decisions.	3. I take responsibility for ensuring that my team have completed all relevant mandatory and statutory training.	3. I self-reflect and take care of own wellbeing and others by actively promoting health and wellbeing initiatives.
4. I monitor the performance of my team and use it to prioritise tasks and manage expectations.	4. I analyse and critique data to inform meaningful decisions, I encourage my team to make research led decisions.	4. I negotiate effectively with others to achieve successful outcomes.	4. I undertake CR&D (continuous review and development) for all my team members – this includes completing their annual review on CoreHR as well as undertaking regular one-to-ones.	4. I display empathy and genuine concern by taking time to find out how challenges and pressures feel from the perspective of others.
5. I encourage my team to actively engage and co-create with customers to meet, enhance and improve the Services Standards	5. I foster a culture of learning and encourage knowledge sharing and feedback across teams/services.	5. I am approachable, accessible and available to my team members and conduct regular one-to-ones.	5. I consistently and accurately follow policies, processes and guidance and ensure that my team do the same.	5. I support and encourage others to empower them and help build their confidence through coaching conversations.
6. I communicate and present key information and news with others in a clear and concise manner.	6. I look for opportunities to exploit existing and emerging digital technology to improve services. I am confident in the use of digital tools	6. I motivate, encourage and empower others.	6. I understand and follow the Council's governance arrangements for making decisions.	6. I understand my duty of care for my employees – to support them to stay healthy and well at work, both mentally and physically.
7. I know how to spot the signs and respond to people who are affected by trauma		7. I coach and manage my team to build capability and enable a high performance culture.	7. Where relevant, I manage budgets, assets and resources effectively.	
		8. I recognise training needs for my team and can deliver or direct my team to additional resources for learning.	8. I demonstrate responsibility as a leader to endorse and role model corporate initiatives.	
			9. Where relevant, I work with Elected Members in line with the Members Officer Relations Protocol	
			10. I understand the council's climate and environment plans and strategies, and I take action to promote, influence and address these.	

ABERDEEN CITY COUNCIL

Appendix B: People Manager Capability Framework Email

CR&D and the Capability Framework – your Job Family

P PeopleDevelopment   ☺ ↩ Reply   ↩ Reply all   → Forward   ▦ ⋯

Fri 01/03/2024 13:45

❗ High importance

Welcome to the People Manager Job Family 😊

Hi,

Your role has been aligned to the **People Manager Job Family**. This means that you will use the People Manager Capability Framework as part of your Continuous Review & Development (CR&D). Read on to find out more about what this means for you.

Introducing the Job Families
We have over 1000 different job roles at Aberdeen City Council - and all of them have been mapped to one of seven Job Families. A Job Family is a way of grouping job roles by the typical demands and workstyles that represent them.

Aberdeen City Council's Capability Framework
The Capability Framework is a key part of our appraisal process, CR&D. It is a tool that defines the capabilities needed by all employees to meet the current and future needs of our city and citizens. The Capability Framework has been completely updated and refreshed for 2023-2027. There are now five core capabilities for all employees, which are built upon our Guiding Principles. Each of our Job Families has its own Capability Framework. The five Core Capabilities are the same for all of us, but the indicators for the Core Capabilities vary, based on your Job Family.

- Find out more about CR&D
- Find out more about the Job Families and the Capability Frameworks

The People Manager Job Family
The People Manager Job Family groups together all the jobs at Aberdeen City Council that have line management responsibility. Service Managers, Team Leaders, Senior Officers, – the demands of the job may be different, but all these roles share the responsibility for leading and managing others. Coaching, communicating and ensuring compliance are key elements of all roles within this Job Family – and you'll see that reflected in your Capability Framework.

- Find out more about your Job Family

How do I use my Job Family Capability Framework?
You can use your Job Family Capability Framework at any time throughout the year to reflect on your own capabilities and plan your development. All employees* are required to complete a self-appraisal using their Job Family Capability Framework in CoreHR, as part of your End of Year Review. Employee and manager should then meet for an annual End of Year Review, where they discuss the ratings and evidence provided by the employee. The manager provides their own feedback and together you reach an agreement on what ratings are most appropriate. Your self-appraisal and the End of Year Review meeting should take place by the 31st of March each year – however, for this year, the deadline has been extended to 30 April.

- Find about more about the End of Year Review

You'll find lots of information, tips and guides to help you get the most from CR&D in the links above. If you have any questions, you can ask them in the open on our Viva Engage channel or contact the People Development Team confidentially at peopledevelopment@aberdeencity.gov.uk.

Wishing your all the best with your End of Year conversations as part of CR&D this year – we look forward to hearing your feedback!

The People Development Team

Appendix C: CR&D Capability Framework as shown in CoreHR.

Figure 1: Employee view of the Capability Framework self-assessment on CoreHR.

My Core Capabilities

END OF YEAR REVIEW 2023/24 (31-MAR-...

My Performance

My Core Capabilities

My Manager's Review And Feedback

Sign Off (31 March 2024)

My Core Capabilities

1. Delivering for our Customers

Take a look at the indicators of this capability for your Job Family. How would you rate yourself overall for this capability.

Use the dropdown to give yourself an overall rating for this capability, then use the additional comments box to provide reasons to explain your rating - with reference to the indicators and your work over the last year.

Exceptional: I exceed the requirements of this capability. I am considered a role model by my peers and I actively share my knowledge and skills with others.
Successfully Achieving: I meet the requirements of this capability.
Developing: I meet some of the requirements of this capability.
Priority area for development: I have only a basic awareness and understanding of this capability.

Co Trainer

Enter a Rating

Exceptional

Successfully Achieving

Developing

Priority area for development

Figure 2 to show screen shot of employee experience of the rating scale for the capability framework in CoreHR. Note that employee is required to self-assess against all core capabilities - only one shown here as an example.

END OF YEAR REVIEW 2023/24 (31-MAR-...

My Performance

My Core Capabilities

My Manager's Review And Feedback

Sign Off (31 March 2024)

My Manager's Review and Feedback

This section is for the Manager to complete, either during or after the End of Year Review meeting, to submit your mutually agreed ratings: one for the Employee's overall performance throughout the year, and one for each of the five core capabilities in their Capability Framework.

Please note that the Manager can still complete this section even if the Employee has not completed their sections (eg in cases where employee is long term absence or on maternity leave), however will not be able to complete the final sign off unless employee has done this first.

1. My Performance - Manager Rating

Overall, how would you rate this Employee's performance over the past year?

Exceptional: Performs to a standard well beyond what was expected.
Successfully achieving: Has successfully achieved what was expected.
Developing: Has achieved most of what was expected but with areas that require improvement.
Not achieving: Has not performed to the expected standard.
If this employee is on long term absence or maternity leave please select this option from the dropdown menu

---

END OF YEAR REVIEW 2023/24 (31-MAR-...

My Performance

My Core Capabilities

My Manager's Review And Feedback

Sign Off (31 March 2024)

My Manager's Review and Feedback
2. Core Capability - Delivering for our Customers - Manager Rating

Take a look at the indicators for this Core Capability for the Employee's Job Family. How would you rate their overall capability in this area?

Once you have reviewed the employee's self evaluation, considered the reasons for their rating, and had a one-to-one conversation with them to provide your own feedback, use the dropdown to submit your mutually agreed rating for this capability. Provide reasons to explain the rating in the additional comments box – with reference to the indicators and their work over the past year.

Exceptional: Employee demonstrates this capability to a standard well beyond what is expected. They influence and inspire others.
Successfully Achieving: Employee meets the requirements of this capability.
Developing: Employee meets some the requirements of this capability, but there are areas that require improvement.
Priority area for development: Employee demonstrates only a basic awareness and understanding of the indicators in this capability.
If this employee is on long term absence or maternity leave please select this option from the dropdown menu.

Figure 3 to show screen shot of manager experience of capability framework in CoreHR. Note that manager is required to assess employee against all core capabilities - only one shown here as an example.

Page 36

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	18 November 2024
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Staff Governance Committee Annual Effectiveness Report
REPORT NUMBER	CORS/24/305
EXECUTIVE DIRECTOR	Andy MacDonald
CHIEF OFFICER	Alan Thomson
REPORT AUTHOR	Steph Dunsmuir
TERMS OF REFERENCE	GD 8.5

1. PURPOSE OF REPORT

1.1 The purpose of this report is to present the annual report of the Staff Governance Committee to enable Members to provide comment on the data contained within.

2. RECOMMENDATIONS

That Committee:-

2.1 provide comments and observations on the data contained within the annual report; and

2.2 note the annual report of the Staff Governance Committee.

3. CURRENT SITUATION

Annual Reports on Committee Terms of Reference

3.1 The annual committee effectiveness reports were introduced in 2018/19 following a recommendation from the Chartered Institute of Public Finance and Accountancy (CIPFA) as part of the Council's work towards securing that organisation's accreditation in governance excellence. The Terms of Reference set out that each Committee will review its own effectiveness against its Terms of Reference through the mechanism of the annual report.

3.2 The annual effectiveness reports were mentioned by CIPFA in their report which awarded the Mark of Excellence in Governance accreditation to Aberdeen City Council. CIPFA highlighted the implementation of the annual effectiveness reports as a matter of good practice in governance and were encouraged that, during consideration of the reports at Committee and Council, Members had made suggestions for improvements to the reports in future years.

3.3   Data from the annual effectiveness reports is used to inform the review of the Scheme of Governance, ensuring that Committee Terms of Reference are correctly aligned, and identifying any areas of the Terms of Reference which had not been used throughout the year in order that they can be reviewed and revised if necessary. The information from the effectiveness reports has also been used in the past to feed into the Annual Governance Statement.

3.4   The reports provide a mechanism for each committee to annually review its effectiveness, including data on attendance, any late reports, referrals to Council and the number of times officer recommendations were amended, and to ensure that it is following its Terms of Reference.

3.5   Similarly, recording the sections or stretch outcomes of the Local Outcome Improvement Plan (LOIP) which apply to each report allows Members to be aware of the direct impact of any proposals before them on the LOIP, and gives a general overview at the end of each year of the number of reports which have had an impact on the LOIP stretch outcomes.

3.6   Any comments from Members on areas of data that should be considered would be welcomed to ensure that Members are presented with meaningful data.

3.7   The annual report for 2023/2024 is therefore appended for the Committee's consideration. Following consideration by the Committee, the report will be submitted to Full Council in December for noting.

4.   FINANCIAL IMPLICATIONS

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

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 environmental implications arising from the recommendations of this report.

7.   RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation	*Does Target Risk Level Match Appetite Set?
Strategic Risk	N/A			Yes
Compliance	Failure to submit this report would mean that the Council would not be complying with its instruction that all committees and Full Council receive such a report each year.	L	Council is given the opportunity to consider the reports and provide feedback on any amendments Members would wish to see in the content so that this can be taken on board for next year's Scheme of Governance review.	Yes
Operational	N/A			Yes
Financial	N/A			Yes
Reputational	N/A			Yes
Environment / Climate	N/A			Yes

8.   OUTCOMES

There are no links to the Council Delivery Plan, however the committee effectiveness annual reports link to the Scheme of Governance, by ensuring that each committee is fulfilling its Terms of Reference.

9.   IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	No assessment required. I confirm this has been discussed and agreed with Vikki Cuthbert, Interim Chief Officer - Governance on 09/10/24
Data Protection Impact Assessment	Not required

10.   BACKGROUND PAPERS

None.

11. APPENDICES

11.1 Staff Governance Committee Annual Effectiveness Report 15 October 2023 to 15 October 2024

12. REPORT AUTHOR CONTACT DETAILS

Steph Dunsmuir
Committee Services Officer
sdunsmuir@aberdeencity.gov.uk

Staff Governance Committee Annual Effectiveness Report 2023/2024

ABERDEEN
CITY COUNCIL

Contents

2

1. Introduction from Convener

1.1 I am pleased to present the annual effectiveness report for the Staff Governance Committee (SGC). The annual effectiveness reports have been in place since 2018/19, following a recommendation made by CIPFA in their review of the Council's governance arrangements, namely that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. The annual effectiveness report represents good practice in governance and also informs the annual review of the Council's Scheme of Governance, enabling officers to identify if any changes are required, for example, to the Committee Terms of Reference. The reports also allow Members to suggest that particular information be included in future years which they would find helpful and informative.

1.2 I would like to thank all Members and Trade Union Advisers on the Committee for their continued scrutiny of reports, their commitment to meetings and for contributing to ensuring that our meetings are conducted in a collaborative manner. I would also like to thank officers for their ongoing support to our meetings.

1.3 As with previous years, I am also delighted to see that the Committee has once more been unanimous in approving all the reports presented, and supportive of officer recommendations, as it demonstrates the ongoing positive working relationships between Members, Trade Union Advisers and officers which ensure that the Committee continues to operate in a very effective manner.

Councillor Neil Copland
Convener – Staff Governance Committee

3

2.   The Role of the Committee

PURPOSE OF COMMITTEE

To act as a consultative forum for discussion between management, elected members and trade unions, on matters relating to staff in the pursuit of a workplace culture that reflect the requirements of a 21st Century public sector organisation.

Through partnership working, the committee will support the Council becoming an employer of choice by promoting positive values, behaviours, training and recruitment and ways of working.

The Committee also acts as safety committee within s2(7) of the Health and Safety at Work etc Act 1974 and keeps under review measures taken to ensure the health and safety at work of employees. The committee provides a channel of communication, co-operation and involvement between the Council and trade union representatives on all relevant health and safety matters.

REMIT OF COMMITTEE

1.   Partnership approach arrangements

The Committee will:
1.1   seek to maintain good relationships and model a partnership approach between the Council and trade unions;
1.2   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 (except teachers1); and
1.3   consider reports by the Chief Officer – People and Citizen Services on matters following a request by a trade union advisor provided always that the Chief Officer – People and Citizen Services is satisfied that the matter is appropriate and relevant to the remit of the Committee and that it raises no question of individual employee issues.

2. Strategic Workforce Plans and Policies

The Committee will:
2.1   approve the Framework Agreement for Industrial Relations (the FAIR agreement);
2.2   approve strategic workforce plans which reflect the requirements of a 21st Century Council in terms of staff, skills and attributes;
2.3   approve framework documentation in relation to workforce culture;
2.4   approve strategic training and development plans for the whole organisation;
2.5   approve all staff policies, these being policies where the predominant factor affects the expected behaviour and actions of staff;

4

2.6   monitor equality in employment and ensure that the Council, as an employer, complies with its statutory equal pay and other equality responsibilities; and

2.7   receive people performance data to enable the monitoring of the wellbeing of our staff including but not limited to absence data.

3. Health, Safety & Wellbeing of Staff

The Committee will:

3.1   approve health, safety and wellbeing policies

3.2   monitor performance and compliance across all functions of the Council in respect of
    i. Health and safety legislation
    ii. Health, safety and wellbeing policies
    iii. Health and safety recommendations, including those from external inspection bodies

4. Employment Appeals and Disputes

The Committee will:

4.1   approve the procedure for the Appeals Sub Committee.

MEMBERSHIP

Elected members
Local trades union representatives as advisers – two named advisers from each of the following trades unions:
• Unison
• Unite
• GMB
• Educational Institute of Scotland (EIS)
• Scottish Secondary Teachers' Association (SSTA); and
• VOICE

Executive Lead: Chief Officer – People and Citizen Services

5

3.   Membership of the Committee during 2023/2024

3.1   The Staff Governance Committee has 9 members.

3.2   The Committee composition is presented below:-

Political balance

Party	Count
Independent	1
Conservative	1
Labour	2
Liberal Democrats	1
SNP	4
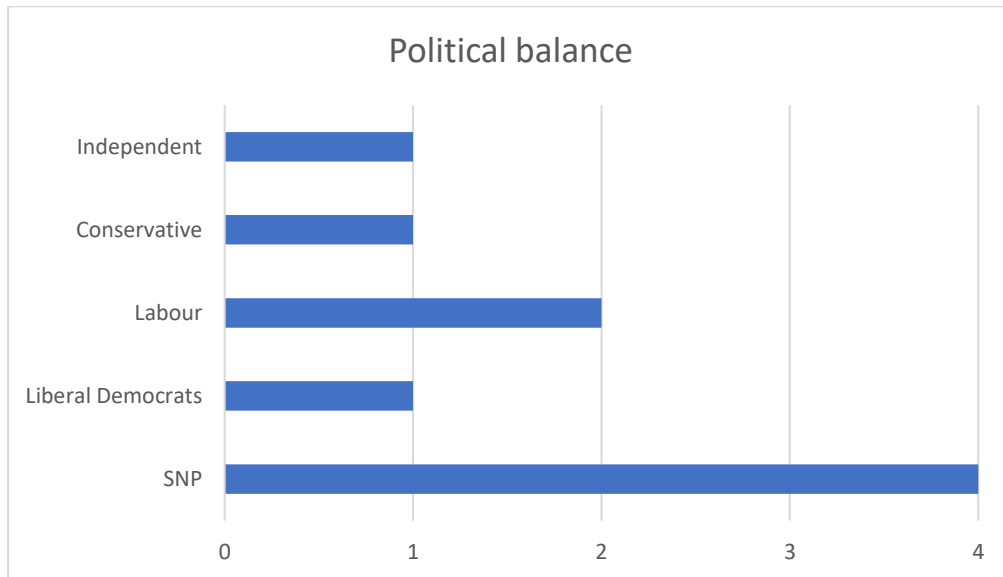
3.3   The Committee also has Trade Union Advisers who attend the meeting, but are not members of the Committee. The Advisers can however ask questions and participate in any debate, but do not have the ability to move or second motions or amendments, nor to vote.

6

4. Membership Changes

4.1 Councillor Boulton replaced Councillor Crockett on the Committee from the January 2024 meeting. Following the decision of Council in February 2024 to reduce the number of Members on Committees from 13 to 9, Councillors Ali, Davidson, Fairfull, MacGregor and Massey all stepped down from the Committee, therefore were only Members for the November 2023 and January 2024 meetings of the Committee in terms of the recorded attendance in the table below. Councillor Clark joined the Committee from the April 2024 meeting.

5. Member Attendance

Member	Total Anticipated Attendances	Total Attendances	Substitutions
Councillor Neil Copland	5	5	
Councillor Gill Al-Samarai	5	4	1 – Councillor MacGregor
Councillor Nurul Hoque Ali	2	1	1 - Councillor Tissera
Councillor Marie Boulton	4	3	1 - Councillor Mrs Stewart
Councillor David Cameron	5	4	1 - Councillor Henrickson
Councillor Donna Clark	3	3	
Councillor Barney Crockett	1	0	
Councillor Derek Davidson	2	2	
Councillor Steve Delaney	5	4	1 - Councillor MacGregor
Councillor Lee Fairfull	2	2	
Councillor Sandra Macdonald	5	4	1 - Councillor Bonsell
Councillor Neil MacGregor	2	1	1 - Councillor Hutchison
Councillor Duncan Massey	2	2	
Councillor Ken McLeod	5	4	
Councillor Lynn Thomson	5	4	1 - Councillor Blake

7

6.   Meeting Content

6.1   During the 2023/2024 reporting period (15 October 2023 to 15 October 2024), the Committee had five meetings and considered a total of 22 reports.

6.2   **Terms of Reference**

6.2.1   The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.

Reports by Terms of Reference

TOR	Count
TOR 1.1	0
TOR 1.2	0
TOR 1.3	0
TOR 2.1	0
TOR 2.2	2
TOR 2.3	0
TOR 2.4	3
TOR 2.5	6
TOR 2.6	1
TOR 2.7	5
TOR 3.1	0
TOR 3.2	5
TOR 4.1	0
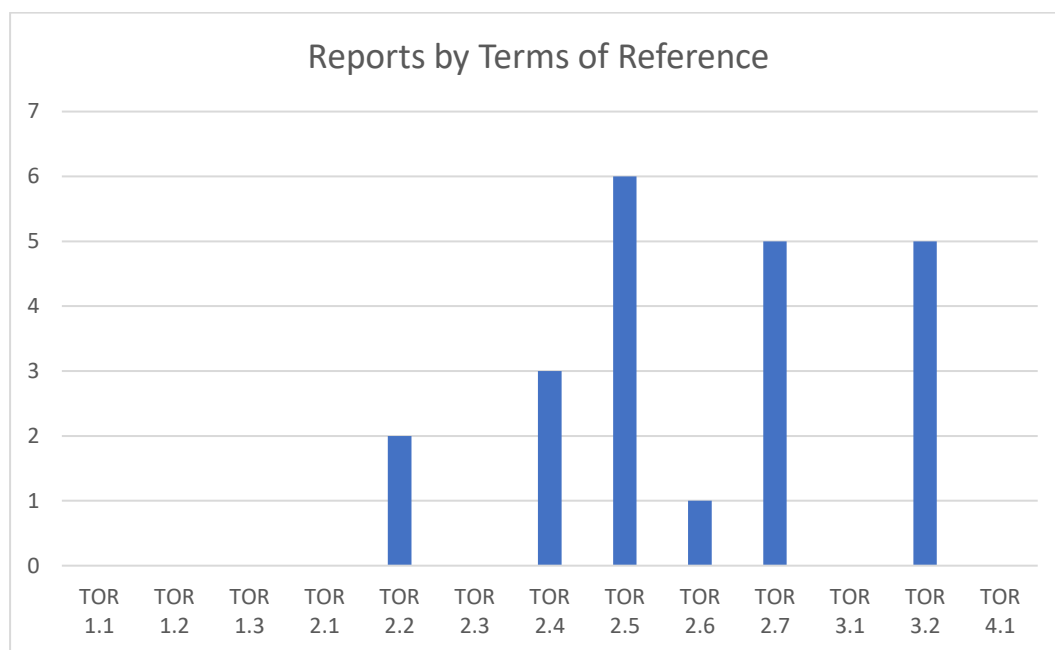
6.2.2   During the course of 2023/2024 the Committee received reports mainly under TOR 2.2, 2.4, 2.5, 2.7 and 3.2. This is because the majority of the reports considered at Committee during the year were in relation to strategic workforce, training and development plans; staffing policies; and performance data in respect of mental health and wellbeing and health and safety.

6.2.3   No changes were made to the SGC Terms of Reference following the 2024 Scheme of Governance review. The Terms of Reference will continue to be monitored throughout the year, in preparation for the 2024 Scheme of Governance review. The Terms of Reference which have not been utilised this year will be considered to see if any changes are required.

6.2.4   While TOR 1.1 was not specifically utilised this year (seek to maintain good relationships and model a partnership approach between the Council and Trade Unions), there was ongoing consultation and collaboration with Trade Union colleagues in respect of a number of the reports, and therefore although not specifically listed, the ethos of this TOR can be evidenced. There were also no reports under TOR 1.3 "consider reports by the Chief Officer – People and Citizen Services on matters following a request by a Trade Union advisor provided always that the Chief

8

Officer – People and Citizen Services is satisfied that the matter is appropriate and relevant to the remit of the Committee and that it raises no question of individual employee issues" which suggests that the ongoing close working between officers and Trade Union colleagues outwith the committee meetings is helping to resolve any matters raised.

6.2.5 For the second year, there has been no requirement during the reporting period to approve the Framework Agreement for Industrial Relations (the FAIR agreement); nor approve framework documentation in relation to workforce culture; (Terms of Reference 2.1 and 2.3 respectively) but both remain relevant Terms of Reference to be retained as they will likely be reported to future meetings. While TOR 2.3 "approve strategic training and development plans for the whole organisation" has not specifically been used for any of the reports to Committee, many of the reports have referenced existing training which is being provided to officers.

6.2.6 Finally, there were no changes made to the Corporate Health and Safety Policy this year which required Committee approval, therefore TOR 3.1 was not utilised. Similarly, no changes were required to the procedure for the Appeals Sub Committee, and so TOR 4.1 was not required.

9

7. Reports and Decisions

7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

	Total	Total Percentage of Reports
Confidential Reports	0	0
Exempt Reports	0	0
Number of reports where the Committee amended officer recommendations	0	0
Number of reports approved unanimously	22	100%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	2 service updates*	N/A
Number of reports delayed for further information	0	0
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	0
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	0	0
Number of referrals to Council under SO 34.1	0	0

* The service updates were in relation to the Health and Safety Sub Group, and the Equality, Diversity and Inclusion Policy.

Notices of Motion, Suspension of Standing Orders, Interface with the Public	
Number of Notices of Motion to Committee	0
Number of times Standing Orders suspended	0
Specific Standing Orders suspended	Not applicable
Number of deputations requested	0
Number of deputations heard	Not applicable
Number of petitions considered	0

7.2 **Appeals Sub Committee**

7.2.1 The Appeals Sub Committee membership comprises up to 5 members of the Staff Governance Committee, who are selected from a pool, depending on availability. For the reporting period, 8 appeals were received, although 3 were withdrawn following mediation.

10

8. Reports with links to the Local Outcome Improvement Plan

8.1 The following table details of the 22 reports how each report linked to the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference at Appendix 1).

LOIP Stretch Outcomes - no. of times referenced
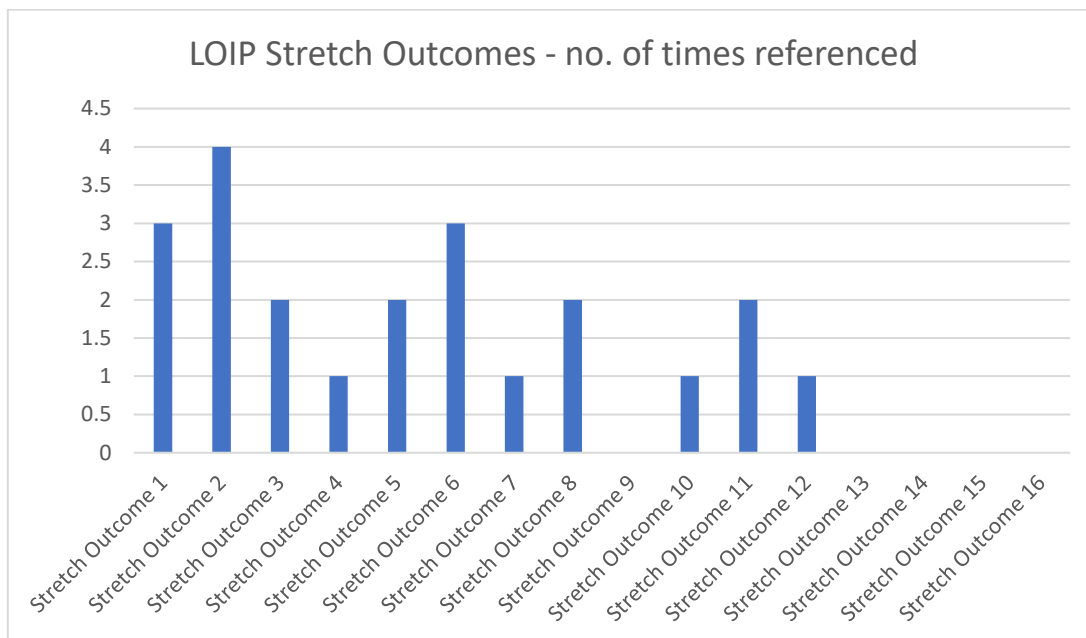
8.2 Reports to the Staff Governance Committee had links to a number of the stretch outcomes, particularly those relating to economy, wellbeing and positive destinations.

8.3 Many of the reports relate to initiatives which impact on the stretch outcomes which look to improve opportunities for supporting people into work, skilling and reskilling, and helping children and young people to reach their developmental milestones and have positive destinations. These include the Developing the Young Workforce and Employability Programmes reports.

8.4 Some reports considered by Committee this year have had no direct connection with specific LOIP stretch outcomes; these tend to be items such as the regular corporate health and safety report. Such reports do however have a general impact on the outcomes of the LOIP, for example, a healthy and safe workplace assists the overarching principles of the stretch outcomes within the LOIP by ensuring that resource is directed at the services required by the city. Mitigating the risk of financial penalties incurred through the Civil and Criminal Courts and from the Regulators allows available resource to be best used to ensure funding of the growth sectors of the local economy.

8.5 Due to the refresh of the LOIP in April 2024, the numbering and wording of some of the Stretch Outcomes was altered, therefore the reports listed under Stretch Outcome 11, in the table above, relate to the old Stretch Outcome 11 (Healthy life expectancy

11

[time lived in good health] is five years longer by 2026) as opposed to the new Stretch Outcome 11 (Reduce the rate of both alcohol related deaths and drug related deaths by 10% by 2026).

9. Training and Development

9.1 A sample of the training opportunities for Members relating to the Committee during the reporting period is as follows:-

- Training for Appeals Sub Committee members ahead of any employee appeals to be considered. Trade Unions were also invited to attend this training to enable them to have an understanding of the role of the Sub Committee.
- Health and Safety: training presentation for Members in respect of how to deal with entering premises where animals may be present
- Information circulated in relation to Winter wellbeing and Seasonal Affective Disorder

9.2 Further development opportunities will be considered for next year based on Committee business throughout the year, Executive Lead proposals, Member feedback, Elected Members' Personal Development plans and any training highlighted by subject matter experts on what may be required to assist them in performing their roles.

10. Code of Conduct Declarations and Transparency Statements

10.1 There were no declarations of interest made during the reporting period, however Members did make transparency statements on four occasions. Information in respect of declarations of interest and transparency statements is recorded to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

11. Civic Engagement

11.1 Due to the nature of the Staff Governance Committee business, there are fewer opportunities for civic engagement, however if appropriate, elements of civic engagement are introduced.

11.2 The Consultation Protocol allows for a minimum period of 2 weeks for Trade Union consultation. Throughout the reporting period this 2 week period has been applied as the formal consultation period, however informal consultation and engagement with the Unions has proved to be extremely advantageous in terms of early interventions and formulating policy. There are weekly Director / Union Engagement meetings, allowing Trade Union colleagues to raise issues with Directors and the Chief Officer

12

People and Citizen Services as well as regular weekly meetings with Trade Unions and the Employee Relations and Wellbeing Manager/Employee Relations Casework Lead.

11.3   Extensive consultation has been undertaken throughout the year in preparation for a number of reports to the Committee. For example:-

- Intensive engagement at all levels throughout the organisation in relation to the Capability Framework indicators for each job family
- Roadshows for frontline staff, comprising of information relating to the Employee Assistance Programme and Benefits services delivered by Vivup, as well as information relating to mental wellbeing
- Engagement with stakeholders in the creation of the revised Equality, Diversity and Inclusion Policy, namely the Equality Participation Network (supported by Grampian Regional Equality Council); the Tenants and Residents Group; and Parent Councils, as well as internal stakeholders such as the Equality Ambassadors Network; the Employee Equality Network Groups (age, disability, LGBT+, race and sex); the Public Sector Equalities Working Group; attendees at the Council's Black History Month event; and employees through an internal survey
- Engagement prior to the production of the Zero Tolerance Update and Action Plan report
- Engagement with Trade Union colleagues on a more formal way of gathering employee voice through consultation, leading to the development of the Consultation Protocol

12.   Executive Lead to the Committee - Commentary

12.1   The Committee continues to work effectively and collaboratively, and I am pleased to note that all reports were approved or noted unanimously, as they were last year. This is in line with the aim that we have consensus in relation to the Committee's business, and much effort has been undertaken to ensure that there is proper consultation with Trade Unions, with consideration given to their views prior to items being discussed at the Committee, and follow up discussions on anything raised by them at Committee meetings.

12.2   Some of the key pieces of work presented to Committee this year were a variety of updated policies, including the Whistleblowing Policy; the Managing Performance Policy and the Managing Substance Misuse Policy. These were produced following consultation with and feedback from our Trade Union colleagues. We have also engaged with employees who have experienced violence and aggression, and following discussion with Trade Union colleagues, and consideration of a report at Committee, will be reporting back to Members on the Zero Tolerance Policy in 2025. Members also received updates on the extensive engagement with staff on a number of important issues throughout the year, through methods such as staff working groups, surveys and face to face discussions, as well as information provided through the intranet, Sharepoint and Viva Engage.

13

12.3   Officers presented the annual update in respect of the progress made with developing our young workforce, specifically around initiatives in place to support care experienced young people in the city, including an apprenticeship programme, Young Employee Network modern apprenticeships, foundation apprenticeships, guaranteed interview schemes internships such as Kickstart, traineeships and the ABZ Campus – Employment Pathways Work Experience Programme.

12.4   Given the nature of the Committee business will often be of interest to employees, it is vital that reports are open and transparent and I am pleased to note that again, all business this year was considered in public session, with no exempt reports presented.

13.   The Year Ahead

13.1   There were no changes made to the SGC Terms of Reference as part of the Scheme of Governance Review in 2024, however in accordance with the usual practice of an annual review of the Scheme of Governance, the Terms of Reference will be reviewed and officers will reflect on whether any areas require further refinement moving forward to ensure the continued efficient operation of the Committee. A report is also due to Council in February 2025 on the Committee structure.

13.2   The Committee will continue to receive any policies which are due for update or which require to be refreshed. Some of the policies due to Committee over 2024/25 include the Supporting Attendance and Wellbeing Policy; the Corporate Volunteering Policy; the Flexible Working Guidance and Policy; the Equality and Diversity Policy (if updates are required); Family Friendly Policies; and the Zero Tolerance Policy.

13.3   The Committee will also receive its regular reports on corporate health and safety data, as well as employee assistance, occupational health and sickness absence information. There will be an update on the Equality, Diversity and Inclusion Action Plan and the Employee Mental Health Action Plan Annual Progress Update.

14

Appendix 1. Local Outcome Improvement Plan Stretch Outcomes

Economy	
1.	20% reduction in the percentage of people who report they have been worried they would not have enough food to eat and/ or not be able to heat their home by 2026
2.	74% employment rate for Aberdeen City by 2026
People (Children & Young People)	
3.	95% of all children will reach their expected developmental milestones by their 27-30 month review by 2026
4.	90% of children and young people report they feel listened to all of the time by 2026
5.	By meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026
6.	95% of children living in our priority neighbourhoods (Quintiles 1 & 2) will sustain a positive destination upon leaving school by 2026
7.	83.5% fewer young people (under 18) charged with an offence by 2026
8.	100% of our children with Additional Support Needs/disabilities will experience a positive destination
People (Adults)	
9.	10% fewer adults (over 18) charged with more than one offence by 2026
10.	Healthy life expectancy (time lived in good health) is five years longer by 2026
11.	Reduce the rate of both alcohol related deaths and drug related deaths by 10% by 2026
12.	Reduce homelessness by 10% and youth homelessness by 6% by 2026, ensuring it is rare, brief and non-recurring with a longer term ambition to end homelessness in Aberdeen City.
Place	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate
14.	Increase sustainable travel: 38% of people walking; 5% of people cycling and wheeling as main mode of travel and a 5% reduction in car miles by 2026
15.	26% of Aberdeen's area will be protected and/or managed for nature and 60% of people report they feel that spaces and buildings are well cared for by 2026
Community Empowerment	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	18 November 2024
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Volunteers Policy
REPORT NUMBER	CORS/24/294
EXECUTIVE DIRECTOR	Andy MacDonald
CHIEF OFFICER	Isla Newcombe
REPORT AUTHOR	Luci Camilli
TERMS OF REFERENCE	2.5

1.   **PURPOSE OF REPORT**

1.1   This report has been prepared to update Committee on the progress in relation to the Volunteer project and seek approval for a new Volunteers policy which will set out how any volunteering activity for Aberdeen City Council (ACC) will be managed to ensure uniformity of processes and to mitigate against any potential risks to the Council through the use of volunteers.

2.   **RECOMMENDATIONS**

      That the Committee:

2.1   note the content of the report and the progress made to date with the Volunteer Project; and

2.2   approve the Volunteers Policy for implementation with effect from 1 December 2024.

3.   **CURRENT SITUATION**

3.1   **Background**

3.1.1 Aberdeen City Council's (ACCs) vision is for Aberdeen as a place where all people can prosper. This means all people being able to access our services, regardless of their background and circumstances, so that we help all people, families, businesses and communities to do well, succeed and flourish in every aspect.

3.1.2 The Council previously implemented the Education, Culture & Sport Volunteer Policy 2013 and Making a Difference: Volunteering in Aberdeen Strategy 2013-2015.

3.1.3 In 2021 a project group led by the Chief Officer – Early Intervention and Community Empowerment was established with representatives from across the Council to identify the current volunteering opportunities offered and

practices undertaken. The project group began drafting a Volunteers Policy for volunteers from the community who are managed and supported by an ACC manager (for example Libraries and Museums and Galleries). The group had identified that there would be separate policies for employees who volunteer and Community Resilience Groups who correspond with a named ACC manager (for example Corporate Companies and Local Community Groups).

3.1.4 In May 2023 the project group re-established to progress the Volunteer Policy with the focus initially to gather data on the clusters who provide volunteering opportunities. The data obtained identified that there are volunteers utilised across various services within the Council with the majority being members of the public. Volunteering is undertaken on a regular basis in Education establishments, Libraries, Emergency Planning and Resilience, Archives, Galleries and Museums, Environmental Services and Data Insights.

3.1.5 In October 2023, an internal audit review 'Assurance Review of Volunteer Arrangements' was conducted on the volunteer arrangements within ACC. The review concluded in March 2024, Audit Report Number AC2420, and identified that policies and procedures differed between clusters and activities, and these were not consolidated at a corporate level to provide a clear framework or process flowchart that could be applied to any potential volunteer to the Council. The audit made a number of recommendations related to these areas, which included:

Development of a corporate volunteer policy	Completed October 2024
Implementing an online application with a single route for potential volunteers to identify, select and apply for volunteering opportunities	This is currently being developed alongside the accompanying Guidance and will be implemented on 1 December 2024 following approval of the Policy.
Identify the circumstances in which Right to Work and PVG / Disclosure documentation are required	Included in the Policy
The requirements for identification badges for volunteers and circumstances in which expenses might be claimed, and the process for approval and payment thereof	Included in the Policy and further details will be in the accompanying Guidance being developed for completion by 30 November 2024.
Guidance on data recording requirements, including time and task recording, and volunteers' rights in respect of their personal data	Included in the Policy and further details in the accompanying Guidance being developed for completion by 30 November 2024.

Performance and outcomes data should be documented and published in respect of volunteering at individual, cluster, and corporate level	Included in the Policy and further details in the accompanying Guidance being developed for completion by 30 November 2024.

3.1.6 The project group engaged with Trade Unions and Chief Officers/Managers from clusters who offer volunteering opportunities to gain their feedback and support the development of the Volunteers Policy. Benchmarking was also undertaken with other local authorities to consider their policies and guidance for engaging volunteers in rewarding, appropriate and sustainable volunteering activity to support the development of our policy and volunteering arrangements.

3.1.7 The meeting of Council in July 2024, approved that ACC would sign up to become a Volunteer Charter Champion, committing to the 10 key principles of the Volunteer Scotland Volunteer Charter, to ensure that volunteers are engaged in rewarding, appropriate and sustainable volunteering activity.

3.1.8 Taking account of the internal audit recommendations, benchmarking information from other organisations, data obtained from managers across the organisation who utilise volunteers in their areas, feedback from Trade Unions and Chief Officers, as well as the commitments set out as a Volunteer Scotland Charter Champion, the draft Volunteers Policy from 2021 has been reviewed and updated.

3.1.9 The new Volunteers Policy sets out how any volunteering activity within ACC will be managed to ensure uniformity of processes and to mitigate against any potential risks to the Council through the use of volunteers. The policy also ensures compliance with the Volunteer Scotland Charter and that managers uphold best practice in areas such as selecting volunteers and the management of and support to volunteers.

3.1.10 The Council recognises that volunteers are involved in appropriate volunteering activities which complement, but never substitute the work of paid employees or the work formerly carried out by paid employees. Benefits gained include building stronger relationships with our communities, opportunities to deliver more effective projects and to learn from volunteers who bring different experiences and knowledge. Undertaking volunteering, enables individuals to develop and broaden their skills for learning, life and employability. Volunteering also provides opportunities to tackle social isolation and improve health and wellbeing.

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.

6.   ENVIRONMENTAL IMPLICATIONS

6.1   The Council utilises volunteers within Environmental Services who assist with Clean Up Aberdeen, Friends Groups and Community Gardening Groups and make a positive impact on the environment by helping keep Aberdeen clean and well maintained with green spaces. This links to the Aberdeen Open Space Strategy, Nature Conservation Strategy and the LOIP "Prosperous Place" outcome with people benefiting from spending time outdoors whilst maintaining the appearance and appreciating the nature of Aberdeen.

6.2   Within school establishments in Aberdeen City, there are volunteers who undertake volunteering activities on environmental projects, for example, developing fruit and vegetable allotments. This links to the Keep Beautiful Scotland Eco-Schools initiative which Aberdeen City Council supports through a pupil-led approach to learning for sustainability. The environmental projects undertaken by volunteers in schools also have a positive impact on the environment as the volunteering links to the Nature Conservation and Food Growing strategies.

6.3   Where expenses are required to be paid for volunteers' travel, the volunteer will use public transport (where possible) to help make a positive impact on the environment through the reduction of carbon emissions and achieve Net Zero Emissions by 2045.

6.4   As a sustainable food city, Aberdeen City Council has volunteers within the Library and Community Learning service who provide lifestyle choices briefings on growing fruit and vegetables. This links to the Food Growing strategy and the LOIP "Prosperous People (Adults)" outcome by encouraging healthier lifestyles through improved healthy eating behaviours and "Prosperous Place" through the reduction of household waste.

7.   RISK

7.1   The assessment of risk contained within the table below is considered to be consistent with the Council's Risk Appetite Statement.

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			

Compliance	Engaging a volunteer who is unsuitable to work with children and protected adults	If any volunteering activity involves 1-2-1 contact with children or protected adults, it may be classed as "regulated work" then appropriate checks under the Protection of Vulnerable Groups Scheme (PVG) will be required.	L	Yes
	Data breach of personal information	Where volunteers may have access to personal, including confidential information about others as part of the volunteering activity including information about; employees, children, and members of the public. Services should ensure that access to such information is minimized and that appropriate training in the correct handling of data will be provided to mitigate this risk.		
	The selection of volunteers may not comply with the Equality Act 2010	The volunteers policy is committed to ensuring fair and equal treatment of volunteers, open to all, no matter what their background, age, disability, sex, gender reassignment, pregnancy and maternity, race, religion (including belief and non-belief), marriage & civil partnership and sexual orientation. All managers managing and supporting volunteers must have undertaken the online mandatory Equality, Diversity and Inclusion training.	L	Yes

Operational	Non-compliance of Health and Safety legislation	The volunteers policy will mitigate the risk by ensuring that tasks undertaken by volunteers will be subject to a risk assessment with appropriate safe systems of work put into operation and any necessary training, equipment and PPE provided. All accidents, injuries or near misses will be reported to the Council through the named person.	L	Yes
Financial	No significant risks identified			
Reputational	Engaging a volunteer who is unsuitable to work with children and protected adults or who is not trained in Data Protection Undertaking activities which substitute the work of current paid employees or former employees Exploitation and radicalisation of vulnerable people	To mitigate the risk, all staff who manage volunteers must comply with the terms of the Volunteers policy and the Managing Volunteers guidance to ensure compliance with all essential requirements in using volunteers. Volunteers can undertake appropriate volunteering activities which complement, but never substitute for, the work of current paid employees or the work formerly carried out by paid employees. All ACC employees managing and supporting volunteers must complete the mandatory training courses to ensure they have a clear understanding of their role in preventing the exploitation and	L	Yes

	radicalisation of vulnerable people.		
Environment / Climate	No significant risks identified

8. OUTCOMES

Council Delivery Plan 2024	
	Impact of Report
Aberdeen City Council Policy Statement **Working in Partnership for Aberdeen**	The proposals within this report support the delivery of the following aspects of the policy statement: - Work with partners to deliver a just transition to net zero and plan to make Aberdeen a net-zero city by no later than 2037, and earlier if that is possible. - Review current recycling and waste minimisation policies and practices within Council establishments and for flatted accommodation with the objective of reducing waste, increasing recycling levels and improve efficiency of the Council collections. - Work with communities to review the management of council-managed open spaces to create more sustainable and safer green areas and open spaces and develop a Community Environmental Improvement Fund, for communities to access, to implement their own small-scale local environmental improvements. - Recognise the importance of Aberdeen's Green Belt, green spaces and open spaces so they can be enjoyed for purposes of leisure, sport and environmental wellbeing, and investigate the creation of new pocket parks. - Recognise the importance of the third sector in Aberdeen's life and economy and support and work with ACVO. - Increase the amount of land available for community market gardens, orchards and allotments for community food growing and support the expansion of community food pantries. - Support voluntary groups and other partners that help people tackle loneliness and isolation.
Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The proposals within this report support the delivery of LOIP Stretch Outcome 2 – 74% employment rate for Aberdeen City by 2026. The paper seeks approval of the Volunteers Policy which will help to

Page 63

	deliver the LOIP Improvement Project Aim 'Support 25 individuals to gain employability skills through volunteering opportunities by 2026'.
Prosperous People Stretch Outcomes	The proposals within this report support the delivery of LOIP Stretch Outcome 10 – Healthy life expectancy (time lived in good health) is 5 years longer by 2026. The paper seeks approval of the Volunteers Policy to enable the Library and Community Library Service volunteers to continue to provide lifestyle choices briefings on growing fruit and vegetables and encourage adoption of healthier lifestyles through a whole family approach.
Prosperous Place Stretch Outcomes	The proposals within this report support the delivery of LOIP Stretch Outcome 13 – Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our climate change. The paper seeks approval of the Volunteers Policy to enable the Library and Community Library Service volunteers to continue to provide lifestyle choices briefings on growing fruit and vegetables and help achieve a reduction in the generation of household waste. The proposals within this report also support the delivery of LOIP Stretch Outcome 15 - 26% of Aberdeen's area will be protected and/or managed for nature and 60% of people report they feel that spaces and buildings are well cared for by 2026. The paper seeks approval of the Volunteers Policy to enable the Environmental Services volunteers to continue to support increasing the diversity, quality and use of Aberdeen's green spaces to help improve individuals' satisfaction, health and wellbeing.
Community Empowerment Stretch Outcomes	The proposals within this report support the delivery of LOIP Stretch Outcome 16 - 50% of people report they feel able to participate in decisions that help change things for the better by 2026. The paper seeks approval of the Volunteers Policy which will build stronger relationships with our communities, provide opportunities to deliver more effective projects and to learn from volunteers who bring different experiences and knowledge whilst enabling individuals to develop and broaden their skills for learning, life and employability.

9.   IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	New Integrated Impact Assessment has been completed
Data Protection Impact Assessment	Required
Other	N/A

10.   BACKGROUND PAPERS

10.1   Volunteer Charter (Council, 3 July 2024)

10.2   Internal Audit – Assurance Review of Volunteer Arrangements, Report Number AC2420 (28 March 2024)
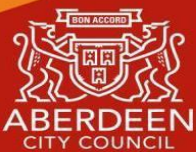
11.   APPENDICES

11.1   Appendix 1 - Volunteers Policy

12.   REPORT AUTHOR CONTACT DETAILS

Name	Luci Camilli
Title	People and OD Advisor
Email Address	Lcamilli@aberdeencity.gov.uk

This page is intentionally left blank

Volunteers Policy

Approved by Staff Governance Committee on

18 November 2024 with an implementation date of 1 December 2024

Document Control

Approval Date	18 November 2024
Implementation Date	1 December 2024
Policy Number	POL-CS-0019
Policy Author/s and Owner	Yvonne Barclay, Library Development Manager – Author Luci Camilli, People and OD Advisor – Author Isla Newcombe, Chief Officer People and Citizen Services - Owner
Approval Authority	Staff Governance Committee
Scheduled Review	Annually
Date and Changes:	

- Replaces the Education, Culture and Sport Volunteer Policy 2013

- Replaces the Making a Difference: Volunteering in Aberdeen Strategy 2013-2015

Table of Contents

1.   Why does the Council need this Policy?

1.1   This policy sets out how any volunteering activity for Aberdeen City Council (ACC) will be managed to ensure uniformity of processes and to mitigate against any potential risks to the Council through the use of volunteers. The Policy will specifically aim to reduce risk as set out in section 6 around:

- the health and safety of volunteers, employees and our communities
- any potential legislation breaches including data

1.2   ACC recognises that volunteering activities are a choice made freely by the individual.

1.3   ACC recognises volunteers as playing a complementary role alongside paid employees. Benefits gained include building stronger relationships with our communities, opportunities to deliver more effective projects and to learn from volunteers who bring different experiences and knowledge.

1.4   ACC recognises that volunteers should be involved in appropriate volunteering activities which complement but never substitute the work of paid employees or the work formerly carried out by paid employees. Examples of where the Council has volunteers include Libraries, Educational establishments, Environmental Services, Museums and Galleries, Archives and our City Events service.

1.5   There are a variety of volunteering opportunities across the Council which provide high quality experiences that are positive, enriching and enjoyable for all participants. All ACC volunteers will have access to relevant training, support and guidance throughout their time volunteering with ACC, offering quality opportunities to develop and broaden skills for learning, life and employability. Volunteering provides opportunities to tackle social isolation and improve health and wellbeing.

1.6   ACC is a Volunteer Charter Champion and will use the Volunteer Scotland Volunteer Charter alongside this policy to ensure that volunteers are engaged in rewarding, appropriate and sustainable volunteering activity.

1.7   ACC (People and Citizen Services) will maintain a 'pool' of its own employees who wish to volunteer for specific volunteering activities such as Emergency Resilience. This is separate to their substantive roles and contracts of employment.

1.8   This policy sets out the requirements on ACC managers to uphold best practice in selecting volunteers and in the management of and providing support to our volunteers. Relevant procedures are set out in the accompanying guidance with reference to national and local volunteering strategies as well as ensuring compliance with Data Protection and Equality legislation and protecting vulnerable children and adults.

2.   Application and Scope Statement

2.1   This policy applies to all staff involved in offering volunteer opportunities and engaging and managing ACC Volunteers.

2.2   This policy only relates to volunteers and volunteering activities. Within this policy, volunteers are defined as the following:

- Volunteers from the community who are managed and supported by an ACC manager. e.g. Libraries and Museums and Galleries, schools
- Community Resilience Groups who correspond with a named ACC manager e.g. Corporate Companies, Local Community Groups
- Council employees who volunteer to support ACC volunteering activities (separate to their substantive roles and contracts of employment) e.g. Emergency Resilience
- Council employees who volunteer to support external volunteering opportunities (separate to their substantive roles and contracts of employment) e.g. Spectra, Tall Ships

3.   Responsibilities

3.1   Overall responsibility for this Policy is held by Chief Officer - People and Citizen Services.

3.2   Each individual Cluster will have responsibility for supporting the implementation of the policy within individual services. Specifically, they will:

- Appoint a named person responsible for the management of volunteers in line with the accompanying guidance within individual services.
- Ensure all administration processes related to engaging volunteers, within the Policy and accompanying guidance are completed. Examples include advertising volunteering opportunities, undertaking any necessary checks such as PVG/Disclosure, Right to Work checks, signed Volunteer Agreements and Identification Badges.
- Cover the cost of PVG/Disclosure checks where required.
- Maintain the standards of the Volunteer Scotland Volunteer Charter.
- Ensure volunteers are provided with a Privacy Notice setting out their rights in respect of the use of their personal data.
- Ensure volunteer records are maintained and retained confidentially in accordance with the Data Protection Act 2018.
- Maintain compliance with Health & Safety legislation by ensuring that tasks undertaken by volunteers will be subject to a risk assessment with appropriate safe systems of work put into operation and any necessary training, equipment and PPE

provided. All accidents, injuries or near misses will be reported to the Council through the named person.

- All ACC employees managing and supporting volunteers must complete the mandatory training courses to ensure they have a clear understanding of their role in preventing the exploitation and radicalisation of vulnerable people.
- Discuss with all volunteers any potential expenses that may arise as a result of their volunteering activity e.g. travel costs that would otherwise prevent them from volunteering. Any expenses should be agreed in advance with the named person in accordance with the accompanying guidance.
- Comply with ACC's financial regulations policy.
- Report any non-compliance with this policy to the Chief Officer - People and Citizen Services.
- Provide any feedback on this policy or suggestions for improvement to the Chief Officer - People and Citizen Services and this will be taken into account as part of the regular review of this policy.
- Provide induction, training, support and guidance throughout the volunteer's time that they are engaged in volunteering activity with ACC.
- Report on the usage of volunteers, on a regular basis as set out in the accompanying guidance. The impact of the volunteering activities undertaken across ACC will be monitored by People and Citizen Services.

3.3   ACC will ensure that adequate levels of public liability and employer's liability insurance, which includes volunteers, are maintained at all times. Managers engaging and managing volunteers must ensure that activities are restricted to those set out in their volunteer agreement, and to adhere to corporate policies and procedures as outlined in this document, in order to ensure that the use of volunteers is covered by corporate insurance.

4.   Supporting Procedures and Documentation

4.1   There is accompanying Managing Volunteers guidance to support this Policy. Other policies and procedures that may apply include:

- Corporate Health and Safety Policy
- Corporate ICT Acceptable Use Policy
- Corporate Information Policy
- Corporate Information Handbook
- Corporate Child Protection Policy
- Equality, Diversity and Inclusion Policy
- Risk Assessment Procedure
- The Council's Guiding Principles
- Make a complaint procedure
- Mental Health and Wellbeing guidance

- Retention period for volunteers who volunteer with children or vulnerable adults guidance
- Retention period for volunteers who do not volunteer with children or vulnerable adults guidance
- Retention period for unsuccessful volunteer applications guidance
- Financial Regulations

4.2   Supporting documentation

- Scottish Government Volunteering For All
- Volunteer Scotland Volunteer Charter
- UK GDPR and Data Protection Act 2018
- Equality Act 2010
- The PVG Scheme
- Right to Work checks: An Employer's Guide
- Local Outcome Improvement Plan
- Council Delivery Plan

5.   About this Policy

5.1   The policy is not creating any specific regulations or requirements other than what is stated under section 3 above.

5.2   This policy ensures that volunteers are engaged in rewarding, appropriate and sustainable volunteering activities in line with the Volunteer Scotland Volunteer Charter. This will contribute to building stronger relationships with communities.

5.3   This Policy recognises volunteers as playing a complementary role alongside paid employees but does not substitute the work of paid employees or the work formerly carried out by paid employees.

6.   Risk

This Policy and its supporting documentation will mitigate the following risks:

6.1   **Compliance Risks**
- The volunteering activity may involve 1-2-1 contact with children or protected adults, and may be classed as "regulated work." Services must ensure that appropriate checks under the Protection of Vulnerable Groups Scheme (PVG) are undertaken.
- Volunteers may have access to personal, including confidential information about others as part of the volunteering activity, including information about; employees, children, and members of the public. Services should ensure that access to such

information is minimized and that appropriate training in the correct handling of data will be provided to mitigate this risk as detailed in the accompanying guidance.

- The selection of volunteers must comply with the terms of The Equality Act 2010. This policy is committed to ensuring fair and equal treatment of volunteers, open to all, no matter what their background, age, disability, sex, gender reassignment, pregnancy and maternity, race, religion (including belief and non-belief), marriage & civil partnership and sexual orientation. All managers managing and supporting volunteers must have undertaken the online mandatory Equality, Diversity and Inclusion training to ensure that they understand their obligations under The Equality Act 2010.

6.2   **Operational Risks**

- The Policy will mitigate the risk of non-compliance with Health & Safety legislation by ensuring that tasks undertaken by volunteers will be subject to a risk assessment with appropriate safe systems of work put into operation and any necessary training, equipment and PPE provided. All accidents, injuries or near misses will be reported to the Council through the named person.

6.3   **Reputational Risks**

- There is potential for reputational risk arising from engaging unsuitable volunteers, for example a volunteer undertaking 'regulated work' without a PVG/Disclosure check or not being trained in Data Protection. To mitigate against this reputational risk, all staff who manage volunteers must comply with the terms of this policy and the Managing Volunteers guidance to ensure compliance with all essential requirements in using volunteers.
- Volunteers can undertake appropriate volunteering activities which complement, but never substitute for, the work of current paid employees or the work formerly carried out by paid employees.
- All ACC employees managing and supporting volunteers must complete the mandatory training courses to ensure they have a clear understanding of their role in preventing the exploitation and radicalisation of vulnerable people.

7.   Environmental Considerations

7.1   ACC will ensure that where expenses are required to be paid for travel, these are agreed with the named person and that the volunteer uses public transport (where possible) to help achieve Net Zero Emissions by 2045.

7.2   ACC has volunteers within Environmental Services who assist with Clean Up Aberdeen, Friends Groups and Community Gardening Groups to help keep Aberdeen's green spaces clean and well maintained. This links to the LOIP "Prosperous Place" outcome

with people benefiting from spending time outdoors whilst maintaining the appearance and appreciating the nature of Aberdeen.

7.3   ACC has volunteers who undertake volunteering activity within schools on environmental projects, for example, developing fruit and vegetable allotments. This links to the Keep Beautiful Scotland Eco-Schools initiative which ACC supports through a pupil-led approach to learning for sustainability.

7.4   ACC has volunteers within the Library and Community Learning service who provide lifestyle choices briefings on growing fruit and vegetables. This links to the LOIP "Prosperous People (Adults)" outcome by encouraging healthier lifestyles through improved healthy eating behaviours and "Prosperous Place" through the reduction of household waste.

8.   Policy Performance

8.1   Annual reporting will gather and evaluate data collected on volunteer numbers and activity to demonstrate compliance with the policy and the alignment with corporate and LOIP objectives.

8.2   Appropriate data from the report will be shared with relevant partners and statutory bodies, as appropriate.

9.   Design and Delivery

9.1   The Policy aims to support the ACC Delivery Plan, focusing on outcomes that make a difference, including working alongside partners to support Children, Young People and Adults with Additional Support Needs.

9.2   The Policy also aims to support ACC responding to emergency situations that may arise across the city.

9.3   This Policy links to outcomes of the LOIP across various actions including "Prosperous Economy" and "Prosperous People" offering support to those on the employability pipeline to gain skills for employment. It directly links to Stretch Outcome 2, Improvement Project Aim 2.8 to "Support 25 individuals to gain employability skills through volunteering opportunities by 2026."

10.   Housekeeping and Maintenance

10.1   The Policy will be reviewed annually and where necessary updates to it and the accompanying guidance document will be completed.

11.   Communication and Distribution

11.1   The Policy will be included with other People policies and guidance, published on Sharepoint People Anytime and communicated through various channels to ensure all relevant parties are aware of its content and have a full understanding of the Policy and their responsibilities when offering volunteering opportunities.

11.2   The Policy will be published on the ACC volunteering webpage to be viewed by potential volunteers.

12.   Information Management

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

13.   Definitions and Understanding this Policy

13.1   **Volunteering -** "Volunteering is a choice. A choice to give time or energy, a choice undertaken of one's own free will and a choice not motivated for financial gain or for a wage or salary". (Scottish Government, Volunteering for All: national framework)

13.2   **PVG** - The Protecting Vulnerable Groups (PVG) membership scheme "helps ensure people who are unsuitable to work with children and protected adults cannot do regulated work with these vulnerable groups". (MyGov.Scot: The PVG Scheme)

13.3   **Regulated Work** - "There are 2 types of regulated work – work with children and work with protected adults. Examples include: jobs with caring responsibilities, teaching or supervising children or protected adults, providing personal services to children or protected adults and working directly with children or protected adults". (MyGov.Scot: Types of work covered by PVG)

13.4   **Right to Work -** "means allowed to be employed by virtue of qualifying immigration status" (Employer's guide to right to work checks). This definition of work includes volunteering activity.

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	18 November 2024
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Corporate Health and Safety – July to September 2024
REPORT NUMBER	CORS/24/317
EXECUTIVE DIRECTOR	Andy MacDonald
CHIEF OFFICER	Alan Thomson
REPORT AUTHOR	Colin Leaver
TERMS OF REFERENCE	3.2

1. **PURPOSE OF REPORT**

1.1 The appendix to this report summarises statistical health and safety performance information for the 3-month reporting period July to September 2024 to provide the Committee with the opportunity to monitor compliance with health and safety legislation.

2. **RECOMMENDATION**

That the Committee:

2.1 Note the report and provide comment on the health, safety policy, performance, trends, and improvements.

3. **CURRENT SITUATION**

3.1 The appendix to the report contains a dashboard of the statistical information in relation to health and safety activities for the three-month reporting period April to July 2024. The statistical information also contains an analysis of the key figures in each of the incident and near miss sections.

3.1.1 The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) places duties on employers, the self-employed and people in control of work premises (the Responsible Person) to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses) to the Health and Safety Executive (HSE). This reporting duty includes incidents which result in an employee being absent from work for 7 days or longer as a result of an injury, which have historically been the main reason for Aberdeen City Council's reports to HSE.

This report addresses the following matters:

- All incidents involving employees and members of the public (serious and minor)

- HSE Reportable Incidents
- Reportable Diseases
- Near Miss Information
- Enforcement Interventions
- Fire Risk Assessment
- Health and Safety Audits
- Compliance Monitoring
- Health and Safety Policies, Procedures and Guidance

3.2   Incidents (Jul – Sep 2024)

All incident and near miss information in the appendix to this report has been provided to Cluster level in the appendix. However, within Education incidents have been reported to nursery, primary and secondary school level.

Incident information

3.3 The figures are reported to Cluster level for both employee and third-party incidents. Causation figures are also included within the appendix. There is also now a comparison for each of the three years prior to this reporting period so the Committee has sight of the reporting years through the Covid pandemic. The comparative figures for this year are in a separate chart due to the change of reporting system.

3.4 Pages 2 and 6 now show the comparison figures for corresponding quarters in both injury incidents and near misses.

3.5 When an incident is reported, the manager is required to complete an investigation report, and this should be shared with the employee and signed off by both. This investigation report highlights categories of criteria which require to be considered including root cause, actions identified and completion dates.

3.6 Page five of the appendix details the breakdown of incident causation within the Education Service, where the largest number of incidents occur. Figures have increased both from the corresponding period last year and year on year.

3.5.1 Incident numbers have increased from the corresponding quarter last year. It is difficult to identify exact reasons for this, but most of the increase is within Education.

3.5.2 However, the trend over the last 6 months from quarter 4 in 2023 is a downward one.

3.5.3 This trend could be an annual trend as the previous year's figures shown in slide 9 shows a similar pattern in 2022. Further time recording on Core HR will clarify if this is a trend which occurs every year. If the incident results are seasonal then it could perhaps serve as a focus on a line of investigation as to why these peaks and troughs are occurring.

3.5.4 Many of the incidents are reported either as 'physical injury and violence' or 'externalising behaviour'. There can be no difference in the consequences of these incidents to the staff involved in the different categorisations. The choice on where to report the incident should be done following a consultation between the line manager and the affected member of staff.

3.5.5 The support provided by the staff continues to play a vital role in helping children learn to regulate their emotions and behaviours, and to cope with the demands and expectations of the school environment. This consistent, positive, and supportive guidance can help the children understand the rules, boundaries, and consequences of their actions, and to develop skills such as self-control, problem-solving, and empathy. This can continue to lead to a medium to long term reduction in the level of incidents from an individual child, as they become more confident, cooperative, and resilient.

HSE Reportable incidents (July– September 2024)

3.6 The table in the Appendix also shows the number of RIDDOR reportable incidents. During the reporting period between July and September 2024 5 incidents involving an employee required to be reported to the Health and Safety Executive. The vast majority of these continue to be for over 7-day absences.

3.7 The corporate health and safety team contact the reporting manager when a RIDDOR incident is reported to HSE to get assurance that the correct causation and remedial actions have been identified and that any identified remedial actions have been implemented.

Incident (reportable employee) frequency rates

Period – Quarterly	Reportable Incidence rate	Reporting period
Jul-Sep 2024	0.63	2024/25

3.8 The above figures are calculated using the formula:

Incidence rate = RIDDOR injuries per period x 1000
Number of employees

3.9 The figure for the corresponding period last year (July to September 2023) was 6 RIDDOR reportable incidents and a reportable incident rate of 0.75.

Reportable Diseases

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

Near Miss Information

3.11 Near-miss incidents help to identify potential hazards and mitigation strategies before an injury occurs. Recognising and reporting near-miss incidents can significantly improve employee safety before an incident occurs.

3.12 Reporting managers are required to investigate the near miss to identify the root cause and implement any new identified controls, where possible, to reduce the likelihood of any reoccurrence or for any future incident to result in injury. These elements of a health and safety management system are now monitored daily when a manager reports an incident or near miss to ensure that reporting managers have both elements in place.

3.13 The appendix shows information on the number of near miss figures for this reporting period and again a comparison with the three previous reporting years. The near miss figures have stabilised or reduced slightly year on year and from 2023's corresponding reporting period.

3.14 Page nine of the appendix gives a breakdown of near misses within the Operations function. As with incidents, the majority are within the Education services. Like incident figures, these are mainly because of distressed behaviours evident in some children with additional support needs. Risk assessments are reviewed after every near miss to consider any actions which can be taken to prevent or reduce the risk of reoccurrence.

Regulator interventions (HSE / SFRS)

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

3.16 There were no HSE visits or interventions during this reporting period.

3.17 SFRS carried out no audit visits of any ACC (Aberdeen City Council) owned or managed buildings during this reporting period.

Fire risk assessments

3.18 Fire risk assessments are completed on a rolling 5-year programme. A total of 23 fire risk assessments were completed during this reporting period. The issues identified are across the range of topics considered in the assessment process. These issues are given a priority level requiring an action by a specified date dependent on the resultant risk. No building is left at risk during this process.

3.19 There were 143 identified actions allocated to Managers, these are included into the fire risk actions database and monitored to a close. This database is available to all Chief Officers on the managers' portal, which shows live data on open, closed, and non-complied with actions. Should an action pass the compliance date a reminder is sent to the responsible manager and the Service Manager. They are also taken to the next relevant senior management team meeting to make everyone there aware of the need to close these off.

Health and Safety Audits

3.20 Compliance visits have been undertaken on several topics / premises within the ACC estate; Line Managers Health & Safety Responsibilities; Workplace Inspections; C Lifting Operations & Lifting Equipment Operations, Object Handling and Work at Height (Ladders).

3.20.1 21 actions were raised against Managers, which are recorded in an action log. Managers who have had actions allocated to them are given access to the action log to record the action taken to remove the risk and to record the date completed. This action log is reviewed monthly and where they become overdue then the responsible manager is reminded of the action and the Service manager also made aware of the need to close it off.

3.20.2 Follow up visits are also carried out on several of the completed actions which have the potential to result in more serious consequences and to audit that controls continue to be suitable and sufficient and are being followed.

3.21 Line Manager responsibility is one area where compliance monitoring continues to be undertaken to gauge the level of line managers' understanding of the responsibilities placed on them by the Council. These identify areas where managers may require additional support, explanation, or training to close that knowledge gap.

Health and safety policies, procedures, and guidance

3.22 There were no corporate procedures reviewed this quarter.

4 FINANCIAL IMPLICATIONS

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

5 LEGAL IMPLICATIONS

5.1 The Health and Safety at Work etc Act 1974 requires that an organisation has a suitably robust safety management system to ensure the health, safety, and welfare of their employees. Where any incident is of sufficient seriousness there is a requirement to report these under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 which provides a potential for the Enforcing Authorities to become involved and carry out their own investigation into the circumstances of the incident. Any investigation could result in prosecution of the organisation and in some cases prosecution of managers and/or employee.

6 ENVIRONMENTAL IMPLICATIONS

6.1 There are no direct environmental implications because of this report.

7   RISK

Risk Appetite

The assessment of risk contained within the table below is consistent with the Council's Risk Appetite Statement

Management Of Risk

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *Considering controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic Risk	N/A	N/A		
Compliance	There is the risk that any injury or serious health and safety incident could result in focus from the Health and Safety Executive which could result in enforcement action in the form of notices or prosecution.	Corporate Procedures require all tasks to be risk assessed and the controls implemented and supervised by line managers. All employees are trained to a level where they are competent to carry out the work. Analysis of the causes of the incidents, near misses and work-related absences and resultant improvements to prevent, where possible, reoccurrences, can reduce the financial exposure to the Council. This effective health and safety management system in which risks are identified and either eliminated or reduced will result in a reduction of costs to the organisation.	L	**Yes**

| Operational | The risk is that any health and safety incident can lead to an injury to an employee which could have the potential to temporarily or permanently affect either or both their employment and/or their life.

The risk to our citizens is that we are unable to provide the same level of service delivery due to staff absences from illness and injury sustained during their work. Also, there is the possibility of a reduced budget due to the associated financial costs. | The task has been risk assessed; employees are trained, competent and supervised then there should be less likelihood of incidents. | L | **Yes** |
|---|---|---|---|---|
| **Financial** | The risk is that any incident has the potential to bring a reduction in the overall | As per compliance above | L | **Yes** |

	budget in place to provide service delivery.			
Reputational	Local and National press coverage of any incident can present reputational damage to the organisation.	Each Function should have a robust safety management system in place. There are many facets to this which are important starting from ensuring employees are trained and competent, every hazard is risk assessed, and employees are up to carrying out investigation of near misses to ensure controls are reviewed to consider whether remedial actions are required.	L	**Yes**
Environment / Climate	N/A	N/A	N/A	

8   OUTCOMES

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

9 IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	No assessment required. I confirm this has been discussed and agreed with Vikki Cuthbert, Chief Officer Governance in October 2023.
Data Protection Impact Assessment	Not required

10 BACKGROUND PAPERS

10.1 N/A

11 APPENDICES

11.1 Quarterly Staff Governance Health and safety dashboard July to September 2024

12 REPORT AUTHOR CONTACT DETAILS

Name	Colin Leaver
Title	Corporate Health and Safety Lead
Email Address	cleaver@aberdeencity.gov.uk
Tel	01224 045640

This page is intentionally left blank

Staff Governance Health & Safety Report
Quarter 2 2024/2025 (Jul 24 to Sep 24)

The following tables give breakdown of all employee incidents across all Functions and Clusters in Aberdeen City Council. The tables on the left initially show the number of incidents for each Cluster this reporting period with those tables on the right giving a quarter 2 comparison for each Function from 2021/22 to 2023/24 where applicable.
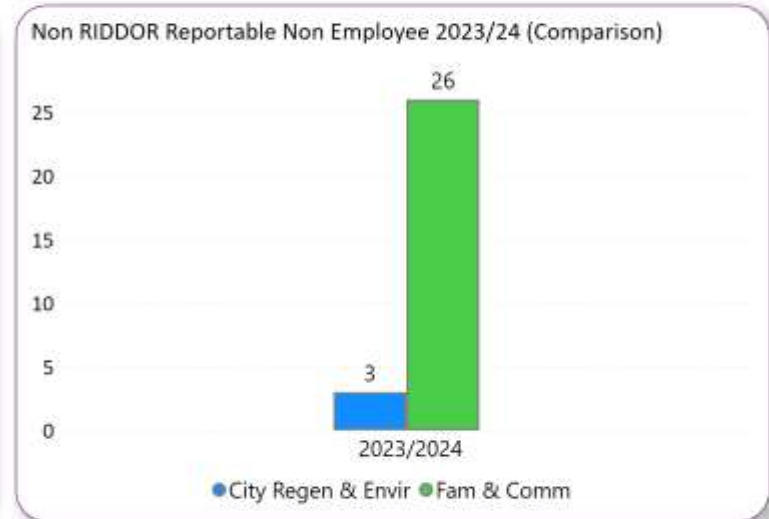
RIDDOR Reportable Employee

Bar chart showing: Fam & Comm Corp Land = 3, Fam & Comm Educ & Life Learn = 2, Corporate Services Governance = 1

RIDDOR Reportable Employee 2021/22 & 2022/23 (Comparison)

Bar chart showing: 2021/22 = 1, 2022/23 = 1 (Fam & Comm)

RIDDOR Reportable Employee 2023/24 (Comparison)

Bar chart showing: 2023/2024: City Regen & Envir = 2, Fam & Comm = 3

Non RIDDOR Reportable Employee

Bar chart showing: AHSCP Head of Ops = 4, City Regen & Envir City Dev & Regen = 1, City Regen & Envir Operations = 9, Corporate Services Governance = 1, Fam & Comm Corp Land = 5, Fam & Comm Educ & Life Learn = 232, Fam & Comm Housing = 1

Non RIDDOR Reportable Employee 2021/22 & 2022/23 (Comparison)

Bar chart showing: 2021/22: AHSCP = 3, City Regen & Envir = 14, Corporate Services = 1, Fam & Comm = 91; 2022/23: City Regen & Envir = 11, Corporate Services = 1, Fam & Comm = 124

Non RIDDOR Reportable Employee 2023/24 (Comparison)

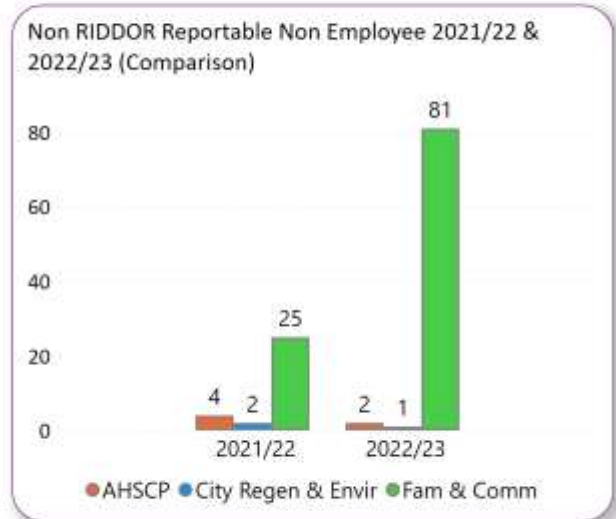Bar chart showing: 2023/2024: AHSCP = 8, City Regen & Envir = 10, Corporate Services = 1, Fam & Comm = 187
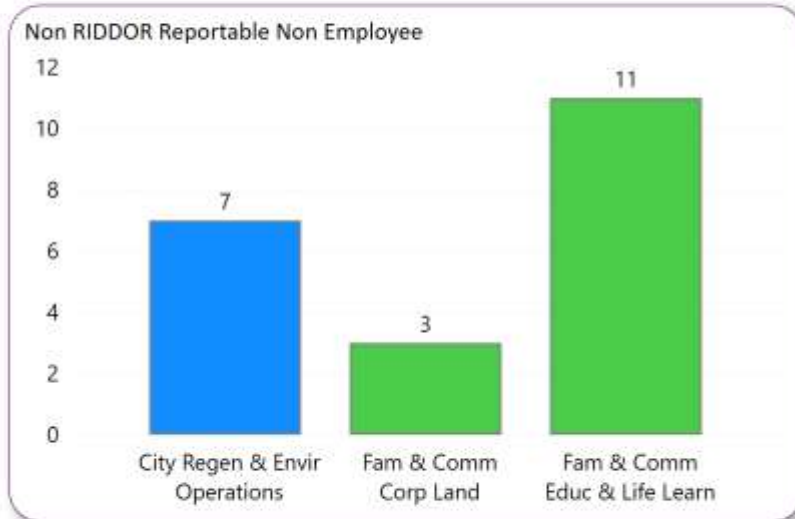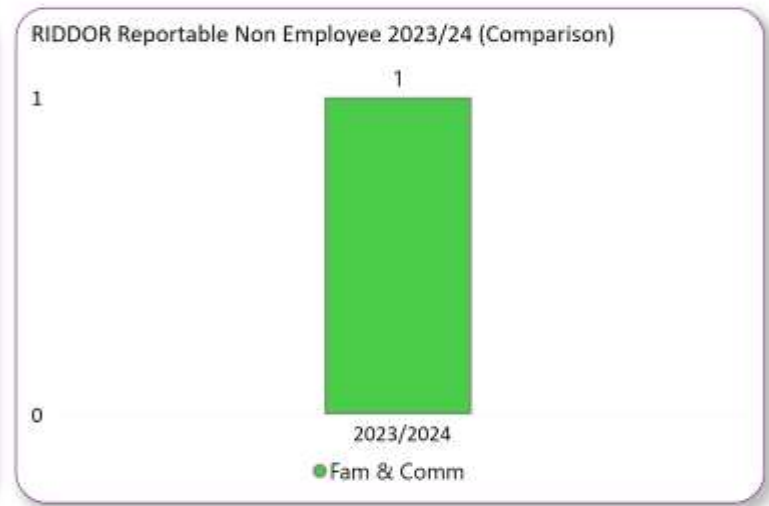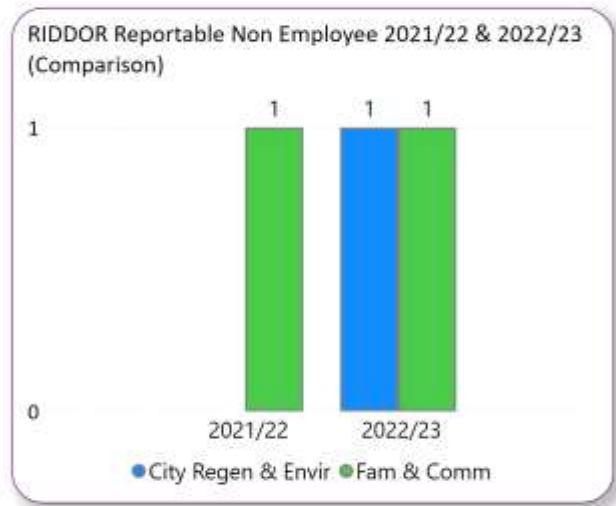
Employee Incident Information

Incident levels are up from the corresponding quarterly periods of the previous 3 years with the main causes being inappropriate behaviour. However on page 9 you can see the quarterly trend peaked in quarter 4 of last year and is now on a downward trend of total incidents. This peak at quarter 4 is also shown in the previous year and will need further reporting periods on the new system to confirm if it is an annual trend.
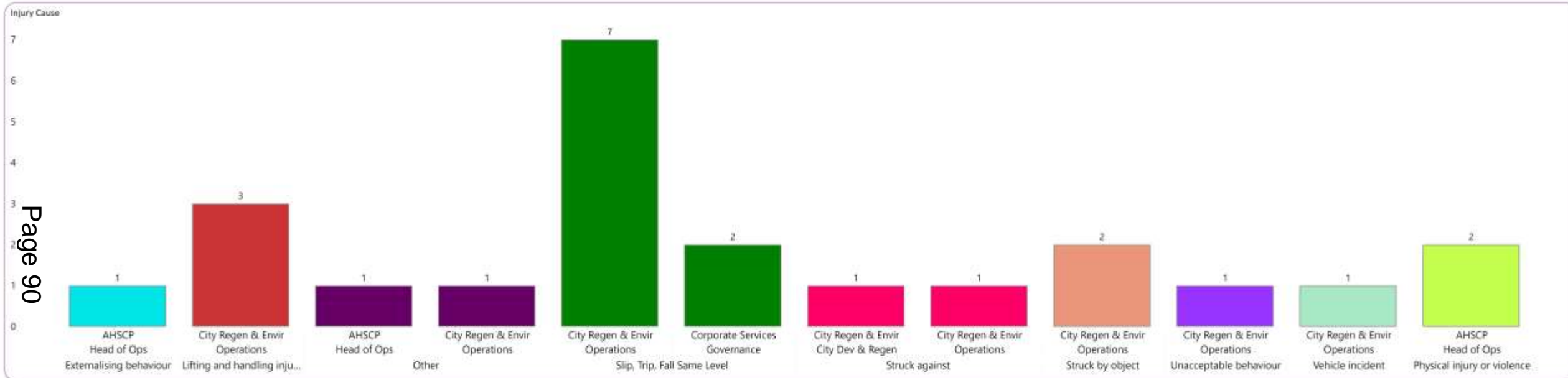
The tables below give information on those non-employee incidents which happened across all Functions and Clusters. Again the tables on the left show the current period for each Cluster, with those tables on the right giving a quarter 2 comparison for each function from 2021/22 to 2023/24 where applicable.

RIDDOR Reportable Non Employee

RIDDOR Reportable Non Employee 2021/22 & 2022/23 (Comparison)

RIDDOR Reportable Non Employee 2023/24 (Comparison)

Non RIDDOR Reportable Non Employee

Non RIDDOR Reportable Non Employee 2021/22 & 2022/23 (Comparison)

Non RIDDOR Reportable Non Employee 2023/24 (Comparison)

H&S Incident Causation
Reported between Jul to Sep 2024

The table shows incident causation for each Cluster for this reporting period apart from Families & Communities, which is covered in the next page.
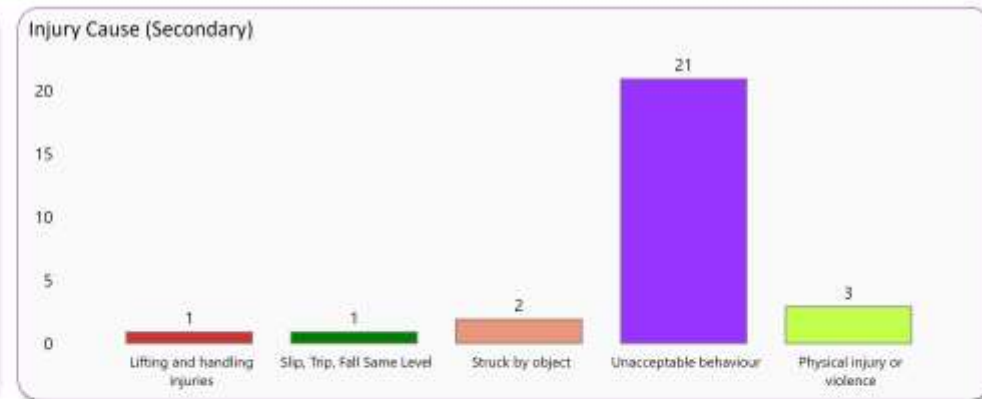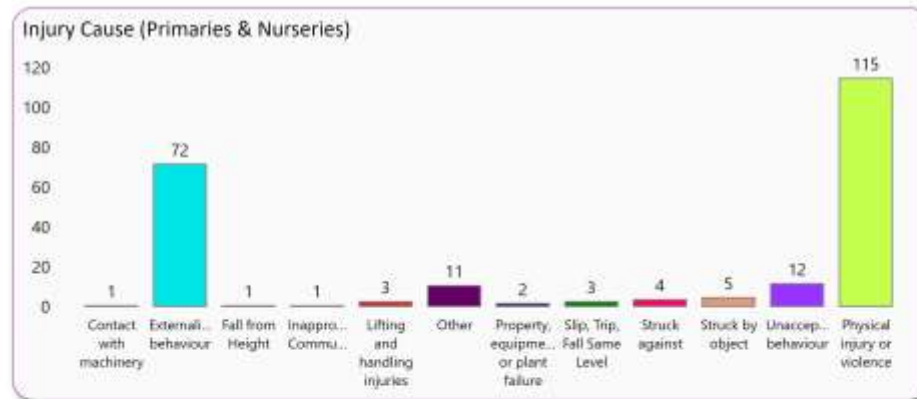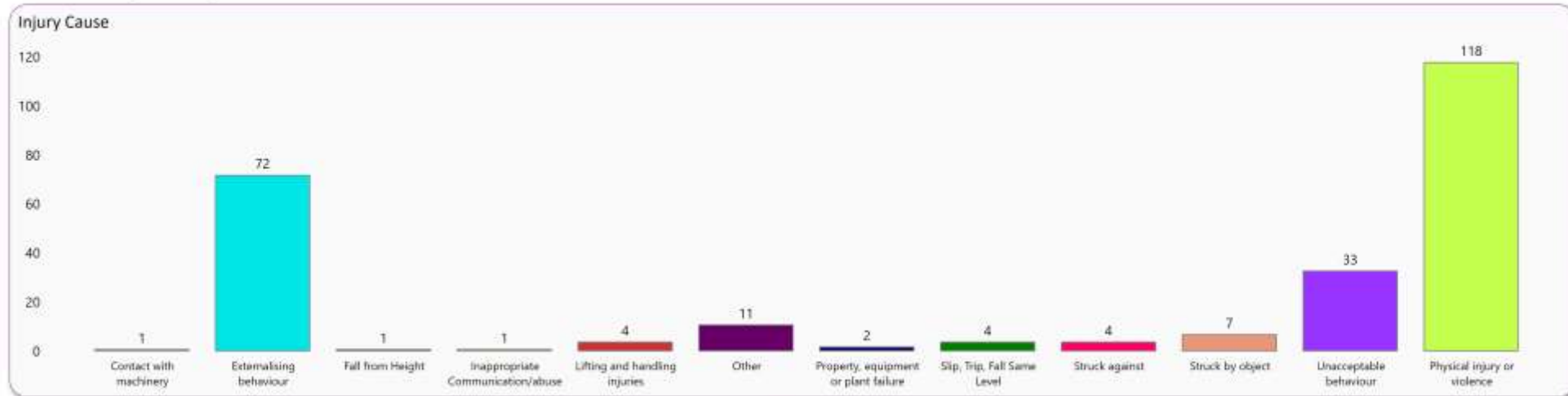
Injury Cause

Cluster / Role	Injury Cause	Count
AHSCP Head of Ops	Externalising behaviour	1
City Regen & Envir Operations	Lifting and handling inju...	3
AHSCP Head of Ops	Other	1
City Regen & Envir Operations	Other	1
City Regen & Envir Operations	Slip, Trip, Fall Same Level	7
Corporate Services Governance	Slip, Trip, Fall Same Level	2
City Regen & Envir City Dev & Regen	Struck against	1
City Regen & Envir Operations	Struck against	1
City Regen & Envir Operations	Struck by object	2
City Regen & Envir Operations	Unacceptable behaviour	1
City Regen & Envir Operations	Vehicle incident	1
AHSCP Head of Ops	Physical injury or violence	2

Injury Cause

Externalising behaviour	Lifting and handling injuries	Other	Physical injury or violence	Slip, Trip, Fall Same Level	Struck against	Struck by object	Unacceptable behaviour	Vehicle incident	Total
1	3	2	2	9	2	2	1	1	23

The following tables give a breakdown of Families & Communities Incidents.

Injury Cause

Injury Cause (Primaries & Nurseries)

Injury Cause (Secondary)

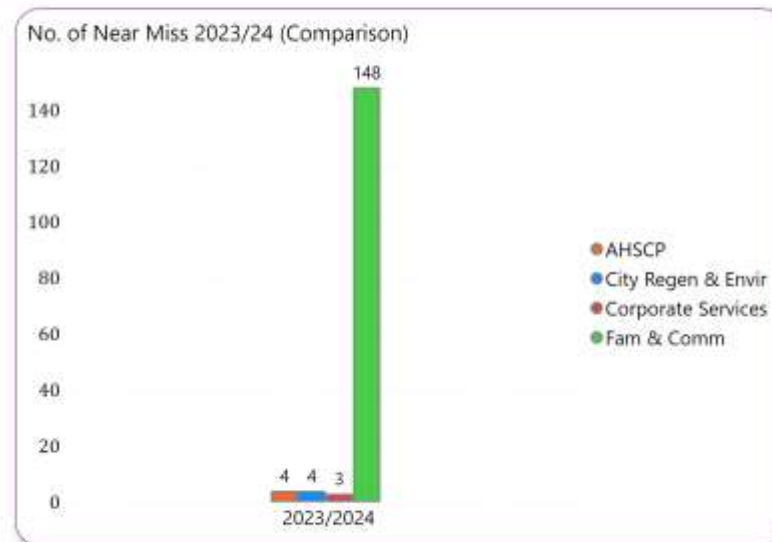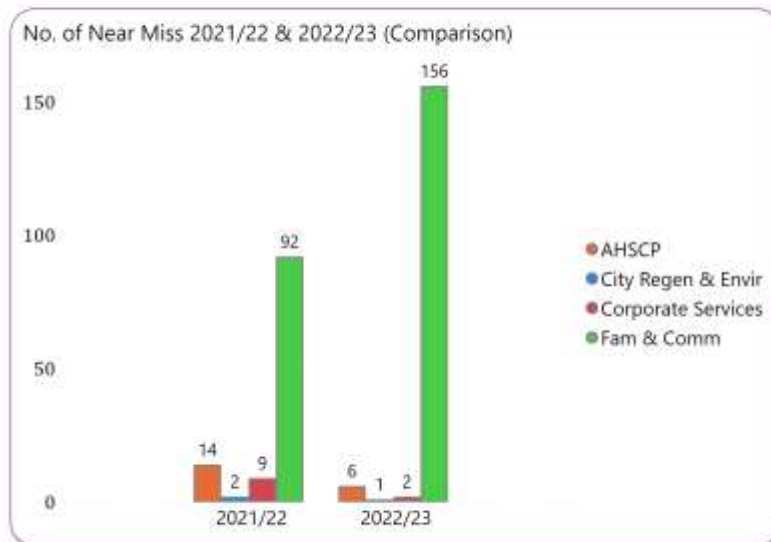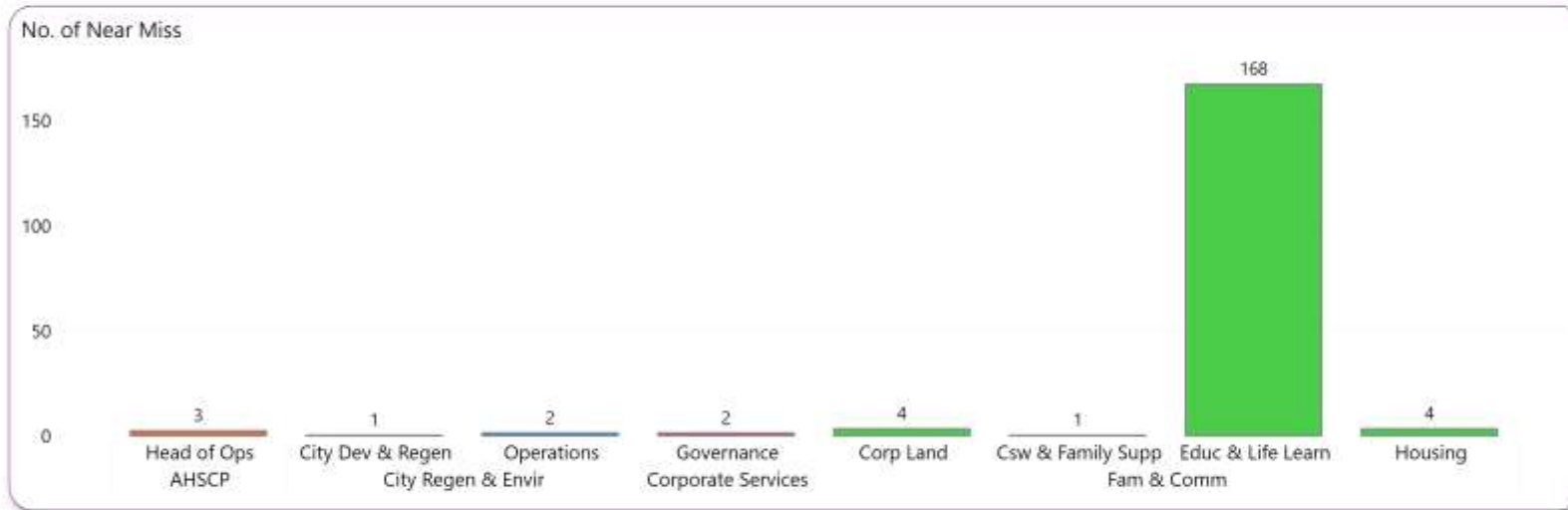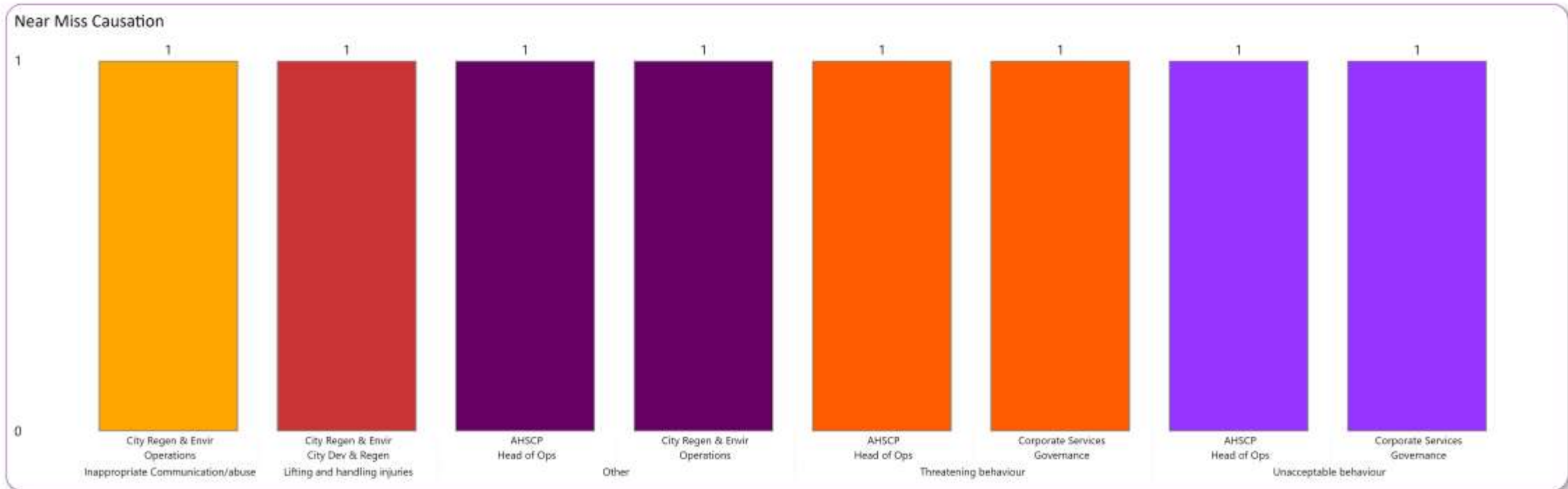| | | | | | Injury Cause | | | | | | | |
Contact with machinery	Externalising behaviour	Fall from Height	Inappropriate Communication/abuse	Lifting and handling injuries	Other	Physical injury or violence	Property, equipment or plant failure	Slip, Trip, Fall Same Level	Struck against	Struck by object	Unacceptable behaviour	Total
1	72	1	1	4	11	118	2	4	4	7	33	258

The tables below show information in relation to employee and non-employee Near Misses.
Top table: Total Near Misses for this reporting period for each Cluster.   Bottom tables: quarter 2 comparison of Near Misses for each Function
from 2021/22 to 2023/24.

No. of Near Miss

Head of Ops AHSCP	City Dev & Regen City Regen & Envir	Operations	Governance Corporate Services	Corp Land	Csw & Family Supp Fam & Comm	Educ & Life Learn	Housing
3	1	2	2	4	1	168	4

No. of Near Miss 2021/22 & 2022/23 (Comparison)

	AHSCP	City Regen & Envir	Corporate Services	Fam & Comm
2021/22	14	2	9	92
2022/23	6	1	2	156

No. of Near Miss 2023/24 (Comparison)

	AHSCP	City Regen & Envir	Corporate Services	Fam & Comm
2023/2024	4	4	3	148

The table below shows information to a Function and Cluster level for employee and non-employee Near Misses apart from Families & Communities, which is covered in the next page.

Near Miss Causation

City Regen & Envir Operations	City Regen & Envir City Dev & Regen	AHSCP Head of Ops	City Regen & Envir Operations	AHSCP Head of Ops	Corporate Services Governance	AHSCP Head of Ops	Corporate Services Governance
Inappropriate Communication/abuse	Lifting and handling injuries	Other		Threatening behaviour		Unacceptable behaviour	

Near Miss Cause

Inappropriate Communication/abuse	Lifting and handling injuries	Other	Threatening behaviour	Unacceptable behaviour	Total
1	1	2	2	2	8

Near Miss

Near misses have reduced slightly for the corresponding quarters from last year (page 6). Various categories of inappropriate behaviours continue to be the main causation of near misses. Page 10 of the report, which is new, contains a line chart showing the quarterly trend of near misses reported on Core HR from when the system started being used. It shows a reducing trend of near misses reporting over the last 2 quarters.

The following tables give a breakdown of Families & Communities Near Miss.

Near Miss Cause

Near Miss Cause (Primaries & Nurseries)

Near Miss Cause (Secondary)
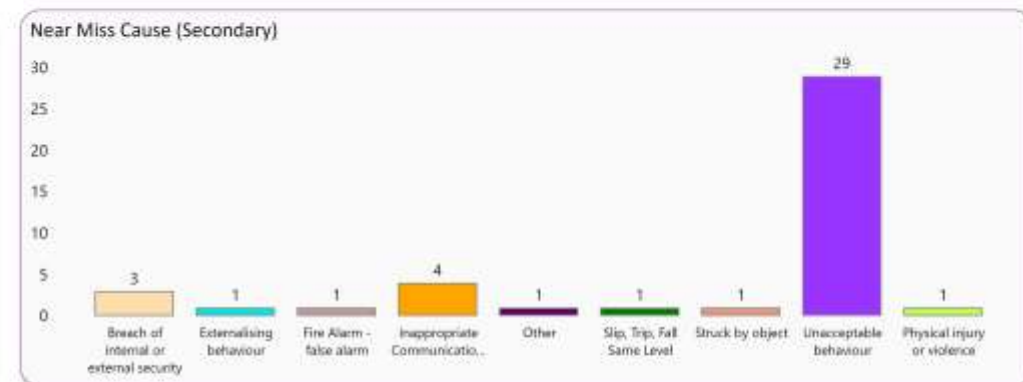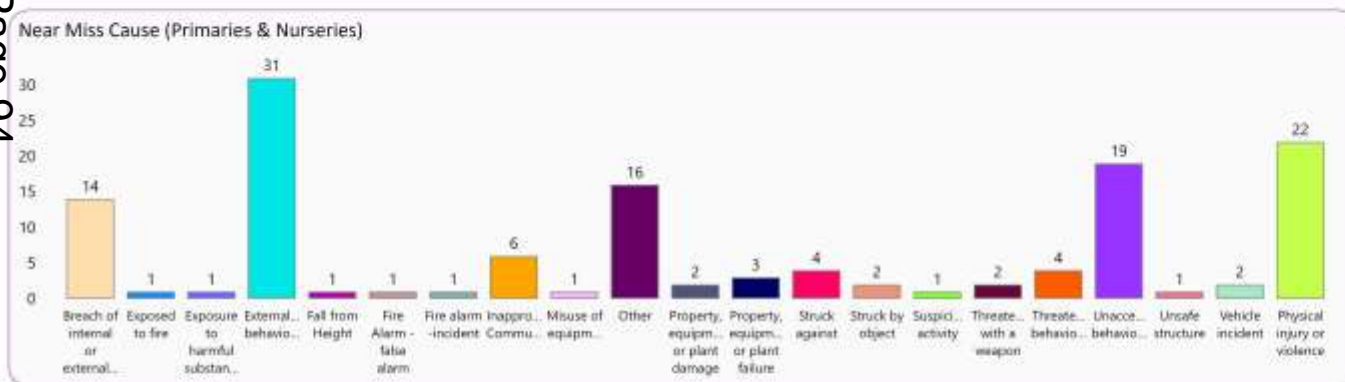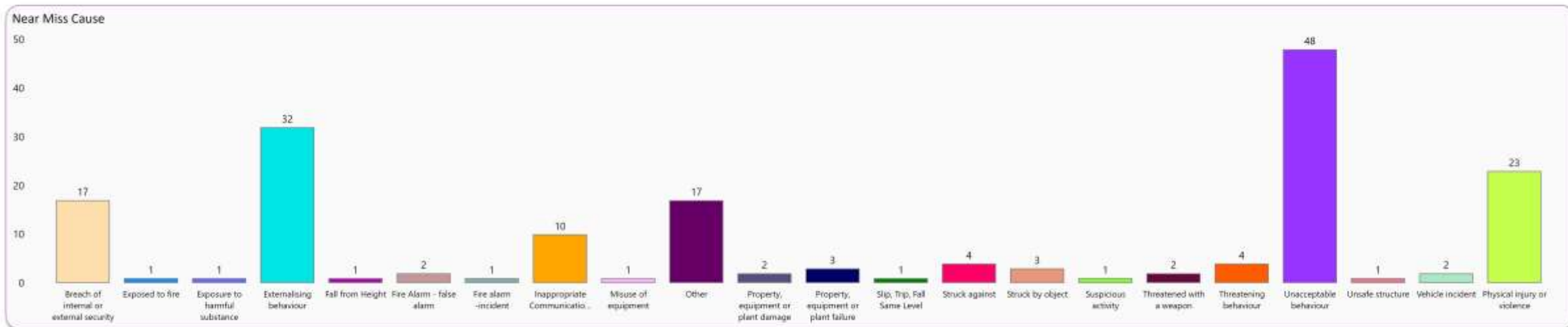
| | Near Miss Cause | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Breach of internal or external security | Exposed to fire | Exposure to harmful substance | Externalising behaviour | Fall from Height | Fire Alarm - false alarm | Fire alarm -incident | Inappropriate Communication /abuse | Misuse of equipment | Other | Physical injury or violence | Property, equipment or plant damage | Property, equipment or plant failure | Slip, Trip, Fall Same Level | Struck against | Struck by object | Suspicious activity | Threatened with a weapon | Threatening behaviour | Unacceptable behaviour | Unsafe structure | Vehicle incident | Total |
| 17 | 1 | 1 | 32 | 1 | 2 | 1 | 10 | 1 | 17 | 23 | 2 | 3 | 1 | 4 | 3 | 1 | 2 | 4 | 48 | 1 | 2 | 177 |

The tables provides information on the **total number** of incidents from 2022/23 to 2024/25 to Function level.
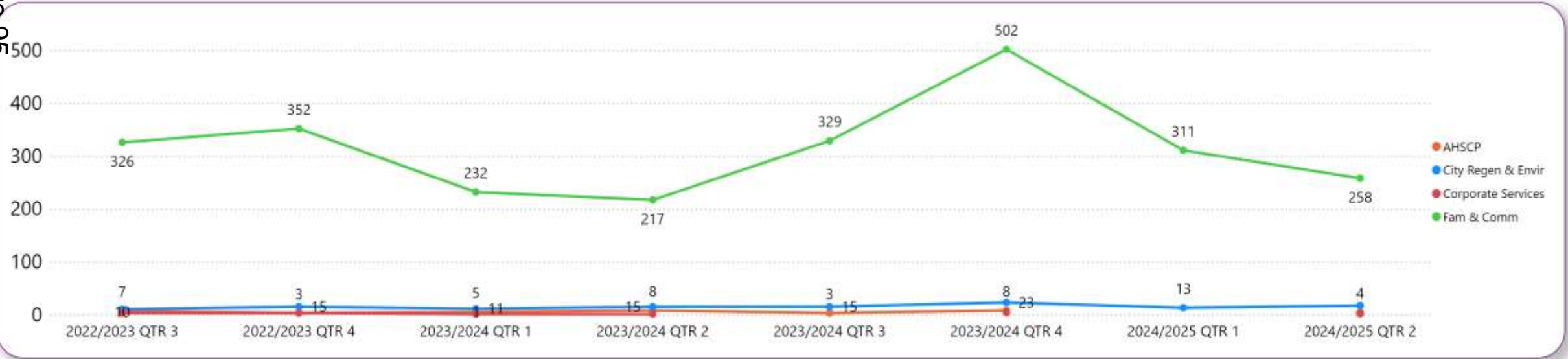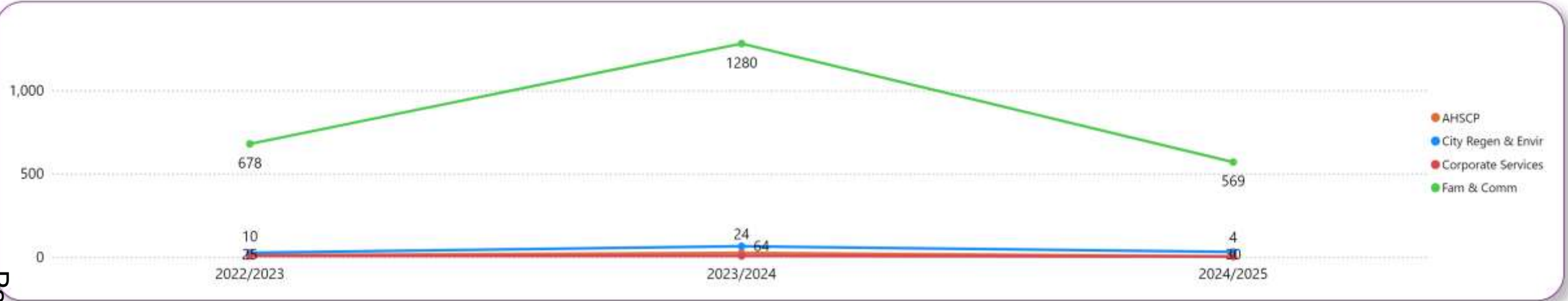
The tables provides information on the **total number** of near misses from 2022/23 to 2024/25 to Function level.

Page 96