

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	3 July 2024
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Diversity in Recruitment Update
REPORT NUMBER	CORS/24/202
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CHIEF OFFICER	Isla Newcombe
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TERMS OF REFERENCE	21

1. PURPOSE OF REPORT

- 1.1 In accordance with the decision on the Organisational Structure report from Council on 7 February 2024, the Chief Executive was instructed to bring a report to Council by July 2024 providing further detail on the activity which has been undertaken to improve diversity in recruitment, including leadership and management roles.

2 RECOMMENDATION

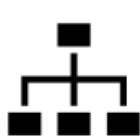
That the Council:

- 2.1 Note the actions contained in the report being taken to increase diversity in leadership.

3 CURRENT SITUATION

3.1 Background and Context

- 3.1.1 In August 2022, Council approved the next phase and path for our transformation programme, with workforce strategy as a key element.
- 3.1.2 In January 2023, our Workforce Delivery Plan was approved by Staff Governance Committee, which set out the detail for delivery of the workforce strategy aspect of the transformation programme.
- 3.1.3 The Workforce Delivery Plan identified five key levers that needed to be addressed in order to meet local and national challenges and deliver our workforce transformation.



Right Structures

Setting up our council in a way that supports our cultural aspirations



Right People

Building our capacity through attracting, recruiting, moving talent



Right Skills

Building capability through awareness, desire, knowledge and ability



Right Place

Working where and when is best for the work and the customer



Right Support

Supporting employees to thrive, personally and professionally.

3.1.4 In April 2024, Staff Governance Committee approved a Workforce Deep dive which set out a detailed programme of activity on the theme of ‘**Right People**’ – exploring challenges in ‘hard to fill’ posts, and progress to date on building capacity through attracting, recruiting and moving talent, including at senior leadership levels.

3.1.5 In June 2023, Staff Governance Committee approved an update on the progress being made towards our [Equality Outcomes](#), which were first set in 2021, and outline our commitment to **equality** - improving equal job opportunities and fair recruitment and treatments of our employees; **diversity** - ensuring that our workforce is made up of people with different and intersectional characteristics and any differences are valued; and **inclusion** - having a workplace that values and develops its diverse workforce. Our current employment-related outcomes are:

- Improve the diversity of our workforce and address any areas of underrepresentation, ensuring that there are equal opportunities for all protected groups (with consideration for both internal employees and external applicants), with a particular and prioritised focus on Age, Disability, Race and Sex
- Ensure that all of our employees who have protected characteristics feel fully valued, safe and included at work, with a particular and prioritised focus on Age, Disability, Gender reassignment, Race, Sex and Sexual orientation.

3.1.6 The first outcome focuses on ensuring equality of opportunity in our recruitment and selection processes with a focus on Age, Disability, Race and Sex to improve on areas of underrepresentation; and the second outcome confirms our commitment to create a feeling of safety and belonging when employees are at work with focus on Age, Disability, Gender reassignment, Race, Sex and Sexual Orientation to improve belonging in the workplace.

3.1.7 Both aspects are critical to improving diversity in our workplace, as we must identify and remove barriers in all aspects of the employee experience – from recruitment, through development and into promotion opportunities. Having an inclusive workplace environment will mean that our employees will want to remain in our employment and to develop and progress their careers.

3.1.8 In our final [Equality Outcomes Mainstreaming Report 2017-2021](#), it was reported that Aberdeen City Council's senior leadership team consisted of

fourteen members, of which seven were male and seven were female. At the time of writing this report, the Council has 23 employees at Chief Officer level or above (including interim arrangements and also the Aberdeen City Health and Social Care Partnership) - 12 of whom are male and 11 are female. Both of these sources show a gender balance around 50%, which is higher than the national average of 37% for senior managers in local government. However, the 2017-2021 report also acknowledges that there is room for improvement in terms of other aspects of diversity, such as ethnicity, disability, age, sexual orientation, and religion or belief. A final report for 2021- 2025 will be published in April 2025 with figures on current leadership updated.

3.1.9 As reported by the Institute of Governance and Public Policy (IGPP) there is a strong business rationale for diversity and inclusion:



3.1.10 Specifically for local authorities, diversity in senior leadership is important because:

- It reflects the diversity of our citizens, communities, and stakeholders, and enables us to better understand and respond to their needs and expectations.
- It fosters a culture of inclusion and belonging, where different perspectives, backgrounds, and identities are valued and respected.
- It enhances our innovation and creativity, as diverse teams can generate more ideas, challenge assumptions, and solve problems more effectively.
- It improves our performance and reputation, as diverse leaders can inspire and motivate others, attract and retain talent, and build trust and credibility with internal and external partners.
- It fosters good relations between the Council and communities – if they feel that they are represented in leadership.

- 3.1.11 We are committed to increasing the diversity of our senior leadership team and ensuring that they represent the full spectrum of our workforce and society. One of the challenges identified in the Workforce Deep Dive report was the difficulty of recruiting and retaining Chief Officers, who play a crucial role in leading and delivering the strategic objectives of the organisation, as there is a national shortage of experienced and qualified candidates for these senior roles, and the Council faces strong competition from other public and private sector employers.
- 3.1.12 Since 2019, we have focused on our internal workforce as a key mechanism to achieve our workforce goals and prepare for the future. Our approach to internal movement and recruitment of internal staff is to retain skills and experience within the organisation, whilst upskilling and developing our workforce to move to service critical roles as they arise.
- 3.1.13 This approach gives us agility and flexibility in our workforce, enabling us to meet periods of increased demand. It provides our existing workforce with opportunities for promotion, development and career transition and therefore supports retention of our committed and skilled employees. By tapping into the transferable skills, experience and knowledge of existing employees, the organisation also minimises the need to go to external market, thereby also avoiding the associated additionality in staffing costs.
- 3.1.14 This also presents us with challenges on increasing the diversity – if the internal pool we are selecting from is itself lacking diversity.
- 3.1.15 Therefore, when we do go to the open market, it is crucial that our approach to recruitment has diversity and inclusion at its heart. We need to reach out to a wider pool of talent when we have external vacancies. We need to attract candidates from groups that are currently underrepresented at the council, such as minority ethnic groups, disabled people, LGBT+ people, and young people. We need to make sure that our application process is fair and accessible, and that we remove any unnecessary barriers or biases that may discourage potential applicants. We need to provide training and guidance to our hiring managers on best practice recruitment, including unconscious bias and inclusive language. And, once we recruit someone, we need them to feel welcome and valued as part of One Team – Aberdeen, by providing a comprehensive and supportive onboarding and induction process, where new employees can learn about our vision, values, and culture, and connect with their colleagues and mentors.
- 3.1.16 This report therefore provides an update on how we are improving equality in recruitment internally, through a strategic approach to workforce planning to increase diversity in leadership and management roles; and how we are improving recruitment externally, to build diversity at all levels and in all roles in the council.

Progress Report

3.2 Improving diversity through workforce planning

- 3.2.1 Workforce planning is a key priority for Aberdeen City Council, with clear cognisance of, and practical action plans to mitigate against the risks and challenges we face due to a contracting workforce, external factors and pressures, budgetary restrictions, and changes in the local economy. Failure to address these issues is acknowledged as having potential to significantly impact our capacity and capability to deliver services and on the resilience of our workforce.
- 3.2.2 In November 2021, a new approach to supporting Chief Officers and their Senior Management Teams with workforce planning was launched. This involved Senior Management Teams completing 'Cluster People Development Plans' to ensure they take a holistic, strategic approach to finding, recruiting and retaining talent in these roles, which takes account of statutory training needs, diversity training needs and digital and technological developments.
- 3.2.3 Since this time, Chief Officers and their teams of Service Managers (SMTs) now complete a template on an annual basis, this asks them to 'horizon scan' the needs, risks, legislative changes, and hard-to-fill posts within their cluster and update their Cluster People Development Plan to set out what continuous professional development, support and budget they require from People & Citizen Services to meet their workforce needs.
- 3.2.4 The Cluster People Development Plan requires Senior Management Teams to look at their workforce profile data and identify any areas of under-representation of any groups in particular roles or at any particular level within their services and propose ideas or solutions that could increase diversity. This is captured and monitored corporately so that ideas and good practice examples can be shared.
- 3.2.5 We have also created talent pipelines to identify and develop potential leaders from underrepresented groups - for example ethnic minorities, disabled people, LGBT+ people, and young people - and provide them with opportunities for career advancement and personal growth.
- 3.2.6 A talent pipeline is a proactive and strategic approach to recruiting and developing employees for current and future roles within an organisation. It involves identifying, attracting, engaging, and nurturing potential candidates who have the skills, competencies, and values that align with the organisation's goals and culture. A talent pipeline can help an organisation fill critical positions quickly, reduce hiring costs, improve retention, and foster diversity and inclusion.
- 3.2.7 Our Aspiring Leaders programme is one such talent pipeline. The 2023 focused on Chief Officers as a hard-to-fill post and provided a year-long programme of intensive development for fourteen candidates, who were supported by their own Chief Officers as part of their Cluster's succession plan.

3.2.8 The programme was promoted to our Equality Ambassadors Network and Equality Working Groups, and [advertising for the programme](#) set out our aspirations to increase diversity in leadership:

“We want to improve on diversity at our leadership level in the organisation. One of our equality outcomes for 21-25 is to ensure that we focus on improving diversity with a particular focus on age, disability, race and sex. We would, therefore, encourage applications from those who are under 30 or over 60, those who consider themselves to have a disability, those from a minority ethnic background and females as we are conscious that we have diversity gaps in these areas at leadership level.

We are aware that there are barriers in place for certain people within those groups and would encourage anyone in those categories who wishes to apply, and is comfortable to do so, to get in touch with People Development at peopledevelopment@aberdeencity.gov.uk where a member of staff will happily have a discreet conversation with you and offer any additional support, guidance and advice available for you during the process.”

3.2.9 Whilst promoting the 2023 Aspiring Leaders programme to our Equality Working Groups, they provided the observation that we would not see diverse internal applicants for programmes aimed at Service manager / Chief Officer level unless we improved diversity within the applicant pools at lower grades in the council, and take a more ‘grass roots’ approach to developing talent outside of management or leadership roles.

3.2.10 In response, we have developed an 'Accelerator Scheme' to coincide with our leadership and management development programmes. This Accelerator Scheme offers additional support and positive action for those with protected characteristics – to increase their confidence and ameliorate their participation in the programme. 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.

3.2.11 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 positions 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.

3.2.12 To kickstart this grassroots diversification of our leadership and management roles, the [2024 Aspiring Leaders programme is advertised](#) alongside our

Accelerator scheme; and seeks to recruit and develop candidates who are looking to make their first steps into people management. This programme will launch in summer 2024 and will have development themed around our People Manager Capability Framework over a period of 9 months.

3.3 Employee engagement to co-create a workplace that celebrates diversity

3.3.1 Our duty to improve diversity in recruitment does not stop once a candidate accepts a job with Aberdeen City Council. It is important that the sense of feeling welcome and valued continues through a comprehensive and supportive onboarding and induction process, and into their experience of a workplace culture that celebrates diversity.

3.3.2 To ensure we are getting this right for everyone, and meeting the diverse needs of our employees, we have co-created and are delivering an Equality, Diversity & Inclusion Action Plan with employee working groups, as follows:

- Age Working Group
- Young Employee Network
- Disability Network
- LGBT+ Network
- Race Equality and Diversity Network (RED)
- Working Group for Sex as a Protected Characteristic
- Equality Ambassadors Network

3.3.3 These Employee Working Groups have been actively working on activities, communications, promotions and events which further promote equality, diversity and inclusion in the workplace.

3.3.4 Summary of Recent Work

Protected Characteristic	Recent Activity
Age	<ul style="list-style-type: none"> • Working on signing up to the Age Friendly Employer Pledge which is a nationwide programme for employers who recognise the importance and value of older workers. • Physical wellbeing programme, predominantly targeted at over 50s to try out sports facilities at Sport Aberdeen. • Physical Wellbeing Assessments at Altens targeted at older workforce. • The Young Employee Network was established in 2018 and since the end of 2023 work has been ongoing to re-energise the Network which has been supported by the Chief Executive.
Disability	<ul style="list-style-type: none"> • Organised and facilitated a Year of the Disabled Worker event. • Reviewed the Council's Disability Confident accreditation. • Various posts and awareness campaigns on the intranet • Supported the development and implementation of reasonable adjustment passports.

	<ul style="list-style-type: none"> • Supported the ABZWorks Job Fair for Disabled People • Provided suggested improvements for disability data capture on CoreHR
Sexual Orientation and Gender Reassignment	<ul style="list-style-type: none"> • Held a stall at Grampian Pride 2023, 2024 and participated in the city march. • Organised a pilot LGBT+ training session. • Added the option for gender neutral title (Mx) on CoreHR • Various posts and awareness campaigns on the intranet's EDI Hub
Race	<ul style="list-style-type: none"> • Organised introduction of the diversity STAR award • Various posts and awareness campaigns on the intranet • Supported Aberdeen Mela 2023 • Organised and Facilitated a Black History Month 2023 event with planning for 2024 underway. • Reviewing possibility for an anti-racism strategy • Review of recruitment and selection process • Review of unconscious bias training • Review of multi-faith room • Provided intersectional content for International Women's Day 2023 (see section below)
Sex	<ul style="list-style-type: none"> • Menopause Support Final.pdf (aberdeencity.gov.uk) • Extensive information, guidance and resources associated with menopause promoted across the organisation. • Pregnancy Loss Support Final.pdf (aberdeencity.gov.uk) • Campaign for International Women's Day 2023 with intranet pages with information, guidance and blogs from female leaders in the organisation

3.4 Commitment to Anti-Racism in Employment and Pay Gap Reporting

3.4.1 In 2020, Aberdeen City Council committed to the recommendations following the Scottish Parliament's Equalities and Human Rights Committee Inquiry which were:

The Committee recommends those in public authority leadership positions undertake an assessment of their organisation's understanding of racism and the structural barriers that may exist within their organisations. Public authorities should integrate their ambitions into their next strategic plan. Their strategic goal should be underpinned by specific outcomes and supported by timely monitoring. Public authorities should be transparent about their targets and their progress in delivering their outcomes.

3.4.2 **Action taken:** Equality, Diversity and Inclusion has been embedded into our workforce plans and delivery plans. Our race equality group has been set up to ensure that race equality is at the fore. They are currently developing a Race Equality Strategy that will be consulted on widely to co-create a final strategy.

The Committee recommends public authorities should review their recruitment procedures and practice against the Scottish Government's toolkit and make the necessary changes.

- 3.4.3 **Action taken:** The race equality group worked with the Talent team to review our recruitment and selection process against the toolkit and have since worked with the team to create an Equality, Diversity, Inclusion and Recruitment pack that forms part of all of our job adverts as well as additions to recruitment and selection training for managers.

The Committee recommends that all public authorities subject to the Scottish specific Public Sector Equality Duty should, as a minimum, voluntarily record and publish their ethnicity pay gap and produce an action plan to deliver identified outcomes.

- 3.4.4 **Action taken:** To meet this recommendation, People & Citizen Services and Data & Insights have developed a reporting mechanism in PowerBI so that Ethnicity Pay Gap Reporting is ready for the next statutory reporting cycle where this is required (2025). Since this time, at the SPDS Executive meeting in March 2024 it was agreed that all local authorities will move to a consistent approach for pay gap reporting from April 2025. This will provide us with a nationally agreed approach for calculating our Ethnicity Pay Gap, Race Pay Gap and Gender Pay Gap – and we commit to publishing these in our Equality Outcomes Mainstreaming Report in 2025.

3.5 Management Training and Guidance

- 3.5.1 Management training is important in improving diversity in recruitment because it helps managers to understand the benefits of having a diverse workforce, the challenges and barriers that some groups may face in accessing employment opportunities, and the best practices and tools to attract, select and retain diverse talent. Management training can also help to raise awareness of unconscious bias, stereotypes and discrimination that may affect hiring decisions, and provide strategies to overcome them. By equipping managers with the knowledge and skills to foster a culture of inclusion and respect, management training can contribute to building a more diverse and effective organisation.

- 3.5.2 To ensure that our recruiting managers are confident and competent in supporting diversity through recruitment, the following training courses are available:

- [Equality & Diversity for Managers E-Learning](#) (mandatory for all people managers)
- [Unconscious Bias E-Learning](#)
- [Recruitment and Selection Training for Managers](#) - Face to Face Course
- [Mental Health Awareness Tools for Managers – Virtual Course](#)
- [Managing People of all abilities](#) - E-Learning
- [Inclusive Language](#) – E-Learning
- [What are reasonable adjustments](#) – E-Learning

- [Introduction to Neurodiversity](#) – E-Learning
- [Gender Equity](#) – E-Learning
- [Responding to Microaggressions at work](#) – E-Learning

3.5.3 Our recruitment and selection guidance states that all managers involved in recruitment should undertake the Recruitment & Selection Training for Managers course, which includes equality, diversity and inclusion. The Chair of the Interview Panel must have completed this training to ensure processes are carried out fairly and in accordance with the recruitment and selection guidance.

3.5.4 In addition to training, we also provide managers with one-to-one guidance and advice from the People & Organisational Development Advisers and consultancy from the Equalities Officers to support their Integrated Impact Assessments and decision making. Self-help tools and guidance are available at all times including:

- [A Recruitment, Selection and Inclusion Guide](#): an online intranet page for managers on how to make their selection processes more inclusive.
- [Equality Diversity and Inclusion Policy](#): updated and approved by Staff Governance Committee May 2024
- [Equality Diversity and Inclusion Hub](#): information, advice and guidance, access to training, join networks and conversations, book onto events, and provide feedback or ideas. Employee groups have had significant input into the development of this hub.

3.6 Employer of Choice

3.6.1 At the heart of our approach to recruiting a diverse workforce is ensuring that Aberdeen City Council is seen and promoted as an **employer of choice** where everyone feels valued. One of our existing [Equality Outcomes](#) focuses on improving the diversity of our workforce and addressing any areas of under-representation - attracting diverse talent is a priority to ensure that we maximise capacity in the workforce *and* ensure that we are representative of our community, including at leadership level and the Council has a number of employee working groups which are undertaking work and activities which support this.

3.6.2 Being an 'employer of choice' means that Aberdeen City Council has a positive reputation and image in the labour market, and attracts and retains high-quality employees who are committed, productive and engaged. It also means that the council offers a competitive reward package, provides opportunities for career development and learning, fosters a healthy and inclusive work environment, and values employee feedback and participation.

3.6.3 One of the ways Aberdeen City Council is working towards being an 'employer of choice' is by showcasing its work, including culture and values, on our social media platforms. where we regularly post job vacancies, employee stories, awards and recognition, key pieces of work and strategies, events and initiatives, and other relevant information. In doing so, the Council

is demonstrating its work, its ethos and its strategic priorities which may align with the interests and values of prospective employees.

- 3.6.4 Another way we are increasing our reach as an employer to increase our talent pool is through our approaches to hybrid and flexible working, developing staff digital skills and use of technology.
- 3.6.5 By promoting our approach to hybrid working, we can demonstrate that we are a modern, progressive, and flexible employer that cares about its employees and the community. This can help us to attract and retain talent from diverse backgrounds, locations, and sectors, and to enhance our reputation and competitiveness in the market.
- 3.6.6 Another way we continue to present as an 'employer of choice', and to attract a diverse workforce, is by achieving and maintaining accreditations and signing pledges that signal our commitment to equality, diversity and inclusion, such as Disability Confident, and Menopause Workplace Pledge. We also do this through developing, supporting and attending events such as Grampian Pride and Black History Month events. Work is ongoing in this area with employee working groups focusing on ensuring we take advantage of these types of initiatives.
- 3.6.7 Research suggests that having effective family friendly policies will support women's equality in the workplace, therefore Aberdeen City Council has recently updated and upgraded its offering for parents in the workplace. It is worth noting intersectionality here that there could be increased inequality amongst women who are from an ethnic minority or who are disabled. The intended outcomes of this are:
- All of our in scope and available policies, provisions and guidance documents are consolidated, streamlined, readily available, easy to understand and clear for those who need it at point of need, packaged within a family friendly 'suite.'
 - The documents within the family friendly 'suite' are updated so that the language is inclusive and contemporary, reflecting the organisation's Guiding Principles as well as all family types and circumstances, such as LGBTQ+ couples and kinship carers.
 - Employee entitlements can be easily understood so that employees make the most informed choices and managers are able to provide consistent and appropriate support and decisions.
 - The family friendly 'suite' is well-connected to, and makes the most of, government websites and toolkits that are available for employees.
 - A communications and engagement plan will be developed to encourage more male employees to make use of family leave provisions.
 - Support provisions, such as entitlements around pregnancy loss and counselling services, will be readily available at point of need so that employees will have easy access to support.
 - The organisation will maintain its compliance with the Equality Act (2010) and any other legislative updates.

3.7 Supporting Diverse Applicants Directly

- 3.7.1 An additional way that the council is increasing its visibility and attractiveness as an employer is by interacting with the local community and schools, colleges and universities, raising awareness of the different career paths and opportunities available. Furthermore, the council supports various initiatives and campaigns that align with its values and goals, such as the Living Wage, Fair Work principles, and the Scottish Business Pledge. These activities help the council to build a positive reputation and relationship with the community, and to attract and develop talent for the future.
- 3.7.2 Through AbzWorks, the Talent Team has attended a number of recruitment fairs to support our ethnic minority community, people who are displaced, refugees, asylum seekers. We have also attended events run by Department of Work and Pensions for job seekers who are over 50 years, and mothers/carers who are seeking to returning to work. In March 2023 we supported the [Unison Year of the Disabled Worker](#) initiative at an event to support people with disabilities in the workplace – this was designed to be as inclusive as possible for people who are neurodiverse, by ensuring the first hour is as quiet and calm as possible for their arrival and participation. Later in November 2023 we held an event to celebrate [Black History Month](#) and Year of the Black Worker, which included workshops to bring together Aberdeen City Council senior leaders and members of the black community, who shared their experience of interacting with the council, including our recruitment processes.
- 3.7.3 Aberdeen City Council has also recently published an Equality, Diversity, Inclusion and Recruitment Pack for potential applicants. This resource is available on all job adverts on the myjobscotland website, where applicants for our vacancies can view it. It provides potential applicants with information about equality, diversity and inclusion at ACC, their entitlements and also what adaptations to selection processes they may be able to request (and how to do this).

3.8 Next steps

- 3.8.1 In line with statutory requirements, workforce data is analysed and published every two years, with the next Equality Outcomes Mainstreaming Report due in March 2025.
- 3.8.2 Gender Pay Gap data has been provided to the improvement service annually along with the percentage breakdown of our top 5% of earners by sex.
- 3.8.3 To ensure we have this data readily available for reporting purposes, and also to enable us to view live data to monitor trends and identify issues, colleagues from People & Citizen Services and Data & Insights are working together to move workforce diversity data into PowerBI. This will be anonymous and only for monitoring and analysis purposes, as well as to be able to target interventions and solutions. It will also allow for live monitoring and analysis

which at the moment is carried out only at annual intervals due to the manual intervention required.

- 3.8.4 From 2025 onwards, we will be required to publish disability pay gap and ethnicity pay gap in addition to gender pay gap. At the Society of Personnel & Development Scotland (SPDS) Executive meeting in March 2024 it was agreed that all local authorities will move to a consistent approach for pay gap reporting from April 2025. COSLA have shared a formula for calculations that all local authorities are required to pilot, and preparations for this are now well underway. This will provide us with a clearer picture on our pay gap for people in these protected groups – and also enable us to compare our progress against other local authorities in Scotland.
- 3.8.5 Employee engagement will commence soon in preparation for updating our Equality Outcomes in 2025, in line with statutory requirements. This will enable us to gather feedback from employees on all aspects of their experience of diversity and inclusion within the organisation, including relating to their recruitment experiences.
- 3.8.6 We continue to work in partnership with our equality partners, GREC, Abledean and DeafBlind, to understand barriers and improvement opportunities for citizens with protected characteristics, including around recruitment. This too informs the update of our equality outcomes and supporting action plan.
- 3.8.7 All initiatives from 2021 to 2025 that have been in service of progressing our Equality Outcomes, including those relating to recruitment and development, will be reported and published in our Equality Outcomes Mainstreaming Report 2025, including updates on Accelerator programme and the Aspiring Leaders programme for 2024.

4. FINANCIAL IMPLICATIONS

- 4.1 Initiatives are funded by the allocated Corporate Training budget held within People and Organisational Development, following careful budgeting and allocation of funds to support the diversity and inclusion initiatives outlined

5. LEGAL IMPLICATIONS

- 5.1 Positive discrimination is unlawful under the Equality Act 2010 (except in very limited circumstances relating to disability or certain roles) e.g. recruiting or promoting a person solely because they have a relevant protected characteristic or setting quotas to recruit or promote a particular number or proportion of people with protected characteristics irrespective of merit.
- 5.2 Local Government and Housing Act 1989 says Local Authorities must appoint on merit.

5.3 It is permissible for an Employer to adopt positive action to meet the needs of under-represented or disadvantaged groups under section 158 of the Equality Act 2010. Must be dependent on proactive measures – skills development, awareness, upskilling recruiting managers, designing inclusive selection processes. However, it is accepted that these interventions do not always guarantee diversity and that it may take considerable time to see change.

6. ENVIRONMENTAL IMPLICATIONS

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

7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic Risk	Failure to meet strategic objectives due to lack of capacity.	The activities outlined in this report are assurance that work is undertaken to ensure that there is sufficient capacity in the workforce to deliver our strategic objectives.	L	Yes
Compliance	Failure to meet statutory requirements due to lack of capacity. Managers can be desperate for staff when recruiting so will focus on who can hit	The activities outlined in this report are assurance that work is undertaken to ensure that there is sufficient capacity in the workforce to deliver our statutory requirements.	L	Yes

	<p>the ground running which might mean less diverse successful applicants.</p> <p>Flatter structures and reduced headcount could mean less opportunities.</p> <p>Focus on internal recruitment only</p>			
Operational	<p>Failure to meet operational service delivery requirements due to lack of capacity.</p>	<p>The activities outlined in this report are assurance that work is undertaken to ensure that there is sufficient capacity in the workforce to deliver our operational service delivery requirements.</p>	L	Yes
Financial	<p>Financial and organisational constraints to diversity. Lack of money to support development activity. Lack of resource to develop and facilitate targeted programmes</p>	<p>The activities outlined in this report are assurance that work is undertaken to ensure that there is an appropriate level of internal movement and workforce talent pipelining.</p>	L	Yes
Reputational	<p>Inability to attract and retain employees through not</p>	<p>The activities outlined in this report are assurance that work is undertaken</p>	L	Yes

	being an employer of choice.	to ensure that Aberdeen City Council remains an attractive employer for prospective and existing employees.		
Environment / Climate	Inability to meet climate and environmental goals due to lack of capacity.	The activities outlined in this report are assurance that work is undertaken to ensure that there is sufficient capacity in the workforce to deliver our climate and environmental goals.	L	Yes

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2024-25</u>	
	Impact of Report
<p>Aberdeen City Council Policy Statement</p> <p><u>Working in Partnership for Aberdeen</u></p>	<p>The work outlined in this report supports the below taken from the Council's Policy Statement:</p> <ul style="list-style-type: none"> • Work with the city's universities, Northeast Scotland College and businesses to increase educational and training options and the number of care-experienced young people and young people from deprived communities, going onto positive destinations, including further and higher education, vocational training and apprenticeships. - Promote the number of apprenticeships on offer through the council • Ensure the Council follows best practice as a corporate parent to get the best outcomes for looked-after young people, those in kinship care and those with additional support needs such as autism, developmental disorders or mental health problems. • 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.

Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	<p>The work outlined in this report supports the below Stretch Outcomes:</p> <ul style="list-style-type: none"> • Four hundred unemployed Aberdeen City residents supported into Fair Work by 2026 • Five hundred Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026
Prosperous People Stretch Outcomes	<p>The work outlined in this report supports the below Stretch Outcomes:</p> <ul style="list-style-type: none"> • 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 • 95% of all our children, including those living in our priority neighbourhoods (Quintiles 1 & 2), will sustain a positive destination upon leaving school by 2026. • 100% of our children with Additional Support Needs/ Disabilities will experience a positive destination by 2026.
Regional and City Strategies	The work outlined in this report will support the delivery of: Workforce Delivery Plan – January 2023

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	<p>An Integrated Impact Assessment for Recruitment and Selection has been created and referred to for this report:</p> <p>Individual incentives would have their own assessments as required.</p>
Data Protection Impact Assessment	Not required
Other	n/a

10. BACKGROUND PAPERS

- 10.1 [Workforce Deep Dive final.pdf](#)
- 10.2 [CommitteeReport_EDpolicy_SGC_April2024_FINALDEADLINE.pdf](#)

11. APPENDICES

N/A

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