

## ABERDEEN CITY COUNCIL

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

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### 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).



- 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

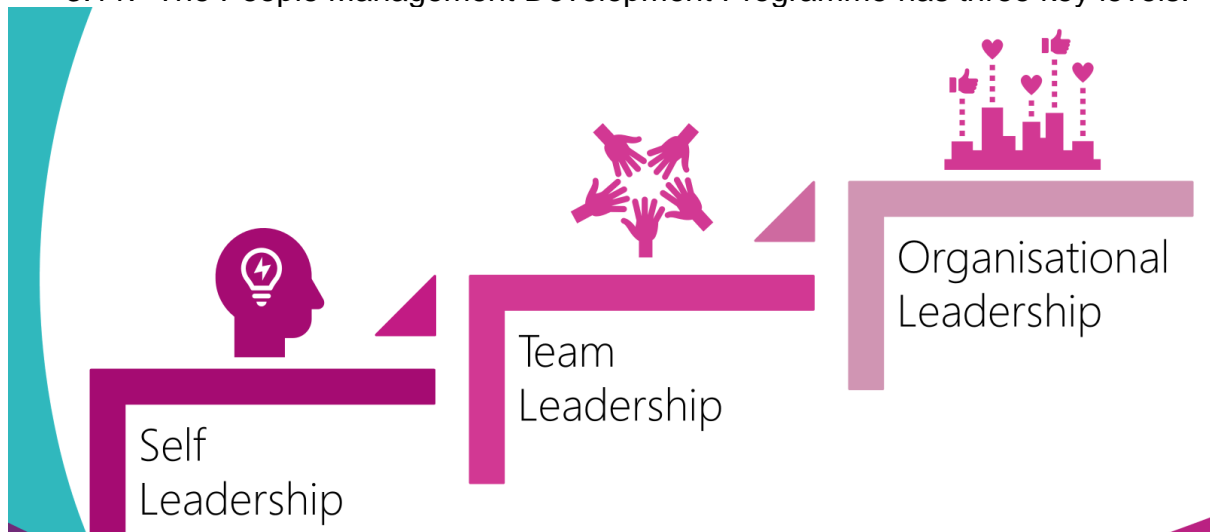
their areas of strengths and priority areas for development. See Appendix C for examples of both the employee and manager experience of this in CoreHR.

- 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

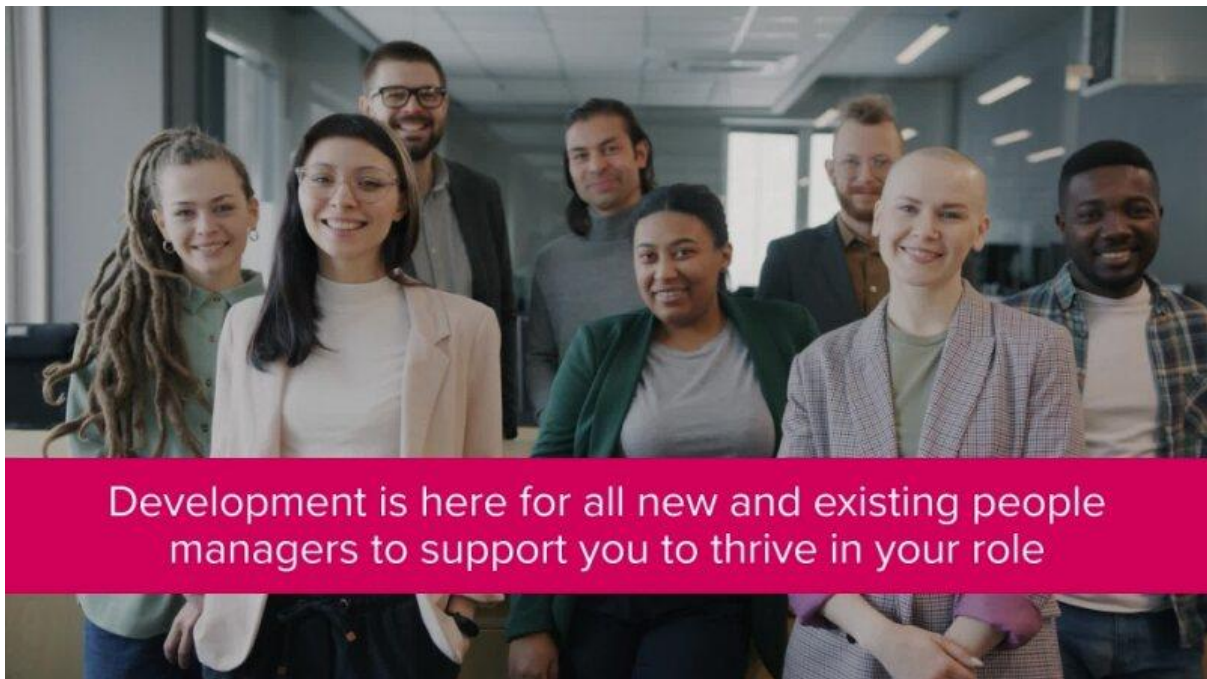
- 3.10. This programme is designed for new and existing managers to provide them with the fundamental knowledge and skills that are required of people managers, asset out in the People Manager Capability Framework. The People Management Development Programme is made up of a range of topics delivered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



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%) <sup>1</sup>
SELF LEADERSHIP	<b>Managers Induction</b>	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%
	<b>Presentation Skills (Upcoming)</b>	A workshop to develop the skills of people managers as data visualisers, storytellers and confident presenters.	-	-	-
TEAM LEADERSHIP	<b>Undertaking Effective CR&amp;Ds</b>	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%
	<b>Leader and Manager as a coach</b>	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%
	<b>Courageous Conversations</b>	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%
	<b>Recruitment and Selection</b>	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%

<sup>1</sup> 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.

	<b>Undertaking effective 1:1s (upcoming)</b>	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.	-	-	-
	<b>Undertaking effective team meetings (Upcoming)</b>	A workshop designed for managers to hold effective and productive team meetings and manage the dynamics within a team.	-	-	-
ORGANISATIONAL LEADERSHIP	<b>The ACC approach to leading people through change</b>	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%
	<b>Mental Health Awareness for Managers</b>	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
<b>Team leadership</b>	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
<b>Organisational Leadership</b>	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:

<b>Course Title</b>	<b>Refresh rate</b>
<b>Managing Safety</b>	Every three years refresher
<b>Mentally Healthy Workplaces</b>	Once when starting organisation/ going into a management role
<b>Investigations Procedure</b>	Once when starting organisation/ going into a management role and then again if any updates are made.
<b>Dignity and Respect at Work</b>	Once when starting organisation/ going into a management role and then again if any updates are made.
<b>Managing Grievances</b>	Once when starting organisation/ going into a management role and then again if any updates are made.
<b>Managing Discipline</b>	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	<b>Design and Deliver Engaging Training and Presentations</b>	This workshop is available enable people to design and deliver engaging training and presentations in person or online.	3	21	95%
Team Leadership	<b>Conflict Management Level 2</b>	To learn about managing conflict in the workplace when dealing with citizens.	7	69	Not available <sup>2</sup>
	<b>Advanced Facilitation Skills (Upcoming)</b>	This workshop will provide managers with core facilitation skills and tools to facilitate sessions.	-	-	-
Organisational Leadership	<b>Model for Improvement</b>	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.			
	<b>Commercial Awareness</b>	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%

<sup>2</sup> 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
<b>Working Collaboratively</b>	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%
<b>Attendance at Committee Training</b>	This course is geared towards officers who have to report to Council or Committee.	1 <sup>3</sup>	14	94%
<b>Integrated Impact Assessments Pit stops</b>	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	
<b>Taking Action on Climate Change</b>	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.			
<b>Climate Literacy</b>	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.

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

	Course Title
<b>Self Leadership</b>	Digital Leadership
<b>Team leadership</b>	Building Resilience
	Smarter Working
<b>Organisational Leadership</b>	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.



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



## 8. OUTCOMES

<u><a href="#">Council Delivery Plan 2024</a></u>	
<b>Impact of Report</b>	
<p><b>Aberdeen City Council Policy Statement</b></p> <p><u><a href="#">Working in Partnership for Aberdeen</a></u></p>	<p>Valuing our Staff</p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● Engage regularly with staff and trade union representatives.</li> </ul> <p>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.</p>
<u><a href="#">Local Outcome Improvement Plan 2016-2026</a></u>	
<p>Prosperous People Stretch Outcomes</p>	<p>The activity reported in this update supports the delivery of all Adult, and Children &amp; 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.</p>
<p>Prosperous Place Stretch Outcomes</p>	<p>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.</p>
<p>Community Empowerment Stretch Outcomes</p>	<p>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.</p> <p>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</p>

	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.
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## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	Previous Impact Assessment has been reviewed and no changes required - <a href="#">Completed</a> .
<b>Data Protection Impact Assessment</b>	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

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## 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
<ol style="list-style-type: none"> <li>1. I ensure my team understands our purpose as a Council and our purpose as a team and how they each contribute.</li> <li>2. I empower my team members to improve customer experience and make decisions at the point of need.</li> <li>3. I deal effectively and promptly with escalated issues/matters and use learning to improve the customer experience.</li> <li>4. I monitor the performance of my team and use it to prioritise tasks and manage expectations.</li> <li>5. I encourage my team to actively engage and co-create with customers to meet, enhance and improve the Services Standards</li> <li>6. I communicate and present key information and news with others in a clear and concise manner.</li> <li>7. I know how to spot the signs and respond to people who are affected by trauma</li> </ol>	<ol style="list-style-type: none"> <li>1. I effectively identify, plan, lead and support change.</li> <li>2. I listen to feedback and use it to support my development.</li> <li>3. I create an improvement culture where others are encouraged to experiment, test and learn, and make best use of resources.</li> <li>4. I analyse and critique data to inform meaningful decisions, I encourage my team to make research led decisions.</li> <li>5. I foster a culture of learning and encourage knowledge sharing and feedback across teams/services.</li> <li>6. I look for opportunities to exploit existing and emerging digital technology to improve services. I am confident in the use of digital tools</li> </ol>	<ol style="list-style-type: none"> <li>1. I communicate, collaborate, and consult effectively with partners, stakeholders, colleagues, Trade Unions and Elected members as required.</li> <li>2. I facilitate discussions for people with a range of views, helping everyone to see each other's perspectives.</li> <li>3. I encourage everyone to have a voice and create opportunities for others to input into decisions.</li> <li>4. I negotiate effectively with others to achieve successful outcomes.</li> <li>5. I am approachable, accessible and available to my team members and conduct regular one-to-ones.</li> <li>6. I motivate, encourage and empower others.</li> <li>7. I coach and manage my team to build capability and enable a high performance culture.</li> <li>8. I recognise training needs for my team and can deliver or direct my team to additional resources for learning.</li> </ol>	<ol style="list-style-type: none"> <li>1. I manage and mitigate risk in accordance with the Council's risk management framework.</li> <li>2. I take responsibility for the health, safety, and wellbeing of my team and others.</li> <li>3. I take responsibility for ensuring that my team have completed all relevant mandatory and statutory training.</li> <li>4. I undertake CR&amp;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.</li> <li>5. I consistently and accurately follow policies, processes and guidance and ensure that my team do the same.</li> <li>6. I understand and follow the Council's governance arrangements for making decisions.</li> <li>7. Where relevant, I manage budgets, assets and resources effectively.</li> <li>8. I demonstrate responsibility as a leader to endorse and role model corporate initiatives.</li> <li>9. Where relevant, I work with Elected Members in line with the Members Officer Relations Protocol</li> <li>10. I understand the council's climate and environment plans and strategies, and I take action to promote, influence and address these.</li> </ol>	<ol style="list-style-type: none"> <li>1. Thank you goes a long way –I appreciate others, recognise and celebrate good work.</li> <li>2. I take responsibility for embedding equality and diversity across my service and foster an inclusive environment for my team and others.</li> <li>3. I self-reflect and take care of own wellbeing and others by actively promoting health and wellbeing initiatives.</li> <li>4. I display empathy and genuine concern by taking time to find out how challenges and pressures feel from the perspective of others.</li> <li>5. I support and encourage others to empower them and help build their confidence through coaching conversations.</li> <li>6. I understand my duty of care for my employees – to support them to stay healthy and well at work, both mentally and physically.</li> </ol>


## Appendix B: People Manager Capability Framework Email

CR&D and the Capability Framework – your Job Family

PeopleDevelopment

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 31<sup>st</sup> 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](mailto: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

Fri 01/03/2024 13:45

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

Looking Back - My Review 2023/24 (Co Trainer - 502360-26)

Employee Dashboard > CR&D > Looking Back - My Review 2023/24 (Co Trainer - 5...

▼ 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

The Capability Framework sets out the core things that all Aberdeen City Council employees need to be capable of doing, to enable us to meet the changing needs and expectations of our city and citizens.

The Capability Framework has been updated and simplified in 2023! There is now a Capability Framework tailored to each of our Job Families - visit the Capability Framework page on the intranet to find out more about the Job Family you belong to.

Your Capability Framework has five core capabilities:

- Delivering for our customers
- Change and improvement
- Working with others
- Accountability
- Care

Then each Core Capability has a number of indicators

Copy this link into your browser to find your Job Family and learn about the indicators of your Core Capabilities here: <https://aberdeencitycouncil0365.sharepoint.com/sites/PeopleAnytime/SitePages/Capability-Framework.aspx>

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

▼ 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

Rich text editor toolbar: Undo, Redo, Bold, Italic, Text Color, Bulleted List, Numbered List, Link, Grid, Eye

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.