Feedback from Staff and Partner Engagement and Consultation Sessions **Appendix A**

1 Staff Engagement

Since the council decision on 23 August, a series of staff events have taken place. These covered two main areas – **staff engagement** and **staff consultation**. This summary provides statistics from both along with an overview of the outcomes from the consultation. A summary of all staff feedback will be made available on the Transformation Zone https://transformationzoneblog.com/

In total **108** staff sessions took place between **11 September** and **28 November** with overall attendance standing at **4505**. This included large scale sessions at the Town and County Hall, Beach Ballroom and Harlaw Academy; briefings at various depots and locations; and an 'on the road' gallery and drop in at both Marischal and outlying establishments. Organisation and delivery of the sessions has involved more than **167** employees including members of ECMT, 3rd tier managers, Head teachers, the Research and Development Team as well as Trade Union colleagues who hosted stalls to answer any questions staff might have.

Attendance at events per Directorate was as follows:
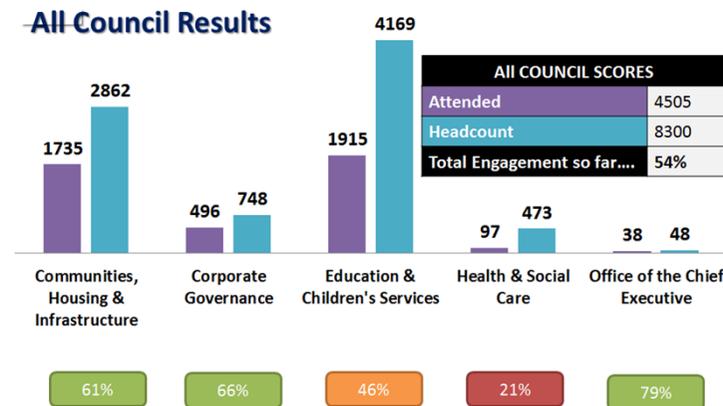
Following these events employees were invited to submit their views on the draft proposals for the Interim Functional Structure either through the comments box on the Transformation Zone page or by email to transformationcomms@aberdeencity.gov.uk Over 150 responses had been submitted by 28 November. These included a mix of 'team' and individual submissions with some teams appearing to have co-ordinated their responses (eg multiple submissions with similar/ duplicate comments and issues).

Three research officers from the Council's Research and Development team reviewed the feedback independently using an iterative approach and agreed the main themes for the report using a content analysis method. The team observed that, while the use of open text boxes for collecting information has advantages in allowing people to express their views freely without being constrained by a pre-set topic, comments boxes are often not well completed and attract fewer respondents. Additionally, it tends to be those with strongly held views or concerns who take the time to complete free text questions. People who are content or have no firm views are less likely to take the time to engage. This 'self-selection' process may therefore result in a biased sample. As a result, it is not possible to conclude that comments received are representative of the organisation as a whole nor to measure the level of agreement around the proposed re-structure using this data collection method.

Although the total number of responses was relatively small (n=150),in many cases considerable thought and time had gone into submissions – some being several pages long. Many of the submissions were person or service-specific and, as such, considered the proposed structure in relation to their own service or work role. Due to the 'technical' nature of these comments, not all of these have been specifically covered in this part of the report but will be responded to separately. This document focuses on the broader themes which emerged across all staff submissions, but does not include those areas where the structure has been amended through the Third Tier Network and ECMT consultation up until 28 November.

Three main themes emerged and are briefly summarised in the following sections:

Theme 1 - Transformation process

A number of staff noted their appreciation at being given **the opportunity to engage** with and **formally comment** on the proposed interim functional structure. Many were very **positive** about the future shape of the council and the **opportunities** it presents.

Additional positive **benefits** were seen as:

– The potential to **reduce duplication**
– The focus on **customer** and the potential the model has to **make a real difference** to the citizens of Aberdeen
– The opportunities the model presents for **greater collaboration** both within and outwith the organisation.

Staff questions around the proposed model largely related to:	Response
– **How decisions were reached** about placement within the structure and **by whom;** and how **transparent** these decisions were	The interim transitional model proposed in this report has been designed using a planned approach and timeline centred firmly on the involvement of key stakeholders and continued analysis to ensure alignment with the principles of the target operating model.
– The **speed** of change	
– The lack of **clarity and detail** in the proposals	The anchor for the approach has been the Council's Financial Ledger, to ensure every budget in the Council has been captured and aligned to the new model, as well as the HR/People data, ensuring every employee and job has been aligned to the new model.
– Whether the model has the potential to **make the savings/ service improvements** needed	
– The importance of **communication** and keeping staff and communities informed	The Extended Corporate Management Team (ECMT) were involved in helping shape the model and agree initial alignment of services before involvement of the Third Tier Network (3TN). Individual meetings with ECMT and 3TN followed which culminated in group sessions to agree changes to the initial proposed alignments. Further engagement with these groups continued and a further two group sessions have taken place to get agreement on the current proposed interim functional structure. Throughout this time staff engagement has been ongoing and feedback has been taken into consideration when reviewing, amending and finalising proposals.
– The importance of ensuring staff, trade unions and partners are kept involved	

Staff questions around the proposed model largely related to:	Response
	"The pace of change" is being driven by the requirement for council to set a balanced budget in February. The scale of change is in anticipation of a funding gap of £125m over the next 5 years. The pace and scale of change will be revisited by the CMT following receipt of the full details of the council's funding settlement.

Regarding lack of detail, every member of staff has been moved into the new structures as a result of having transferred every cost centre. Work is ongoing to provide staff with access to the analysis in order to allow them to "find and search" for their own name which will hopefully allay some of the anxieties of staff.

In terms of the model, and the potential to make savings, a report has been submitted to the Finance, Policy and Resource committee to seek council's agreement to align the 2018/18 budget setting process to the full suite of organisational change plans emanating from the target operating. If approved, this will evidence the savings emanating from the TOM.

It is fully appreciated how important it is for staff to be informed, consulted and engaged as we move forward. The Communications and Engagement Control Board, within the transformation portfolio governance structures will ensure the comprehensiveness of the communication and engagement plans. This will ensure the voice of employees is incorporated throughout transformation and that ideas, questions and challenges are brought forward. |

Theme 2 - Placement of individuals or teams

A number of submissions were from staff and/ or teams who used this as an opportunity to voice their concerns or thoughts over their proposed placement in the new structure. Main themes related to:

- **Lack of clarity** as to where they (or their team) would sit within the structure
- **Disagreement** with their placement within the proposed structure
- Concerns at **teams being split** as a result of re-structure
- Perception that current roles are **not fully understood** with a number of submissions including detailed accounts of the work that they do in terms of skills, knowledge or experience and working relationship with other teams.

Specific suggestions made by staff are given below under each of the functions/ clusters:

*NB - the responses below relate to changes which have been made/ or reasons why changes have not been made – **all** comments will be re-considered as part of subsequent phases*

Commissioning	Staff suggested	Response
Commissioning	– The separation of **commissioning** and **operational** functions and the impact this might have on efficiency and ability to deliver on multi-agency statutory provision	The commissioning function will be entirely focused on identifying services (both existing and new combination of existing services) which will contribute to the achievement of the outcomes contained within the LOIP - a multi-agency community partner planning document. This approach will enhance the focus on multi agency working. The operations role brings together the leadership of the ACC 'in house' delivery functions, aimed at removing service specific silos and behaviours. This will bring together rather than fragment delivery to support efficiency and continuous operational improvement. The relationship between the commissioning function and the internal (ACC) and external operations (supply chain) functions is key to ensuring clarity of service specifications, including standards of service delivery which are funded as well as ensuring a performance framework which will support accountability for the achievement of outcomes.

Commissioning	Staff suggested	Response
Business Intelligence and Performance Management	– **Business Intelligence** should sit in the **City Growth** Cluster	The establishment of a core Business Intelligence service is designed to provide an evidence base for strategic decision making which, in turn, informs the allocation of resource and commissioning of services. In response to feedback from this consultation, Performance Management will be integrated with the Business Intelligence Service, supporting the flow of data and information between strategic commissioning and operational accountability and improvement. The function of course must understand the changing dynamic of the city and its growth, which will determine the institutional demand facing ourselves and all partners. Whilst it is proposed that the function is hosted by the commissioning function, it is expected that it will have extensive links with both city growth and city place planning in terms of being informed and supporting these functions
	– Reference to **environmental/ sustainable city** themes should be included in Business Intelligence – including reference to how these will be monitored	Business Intelligence includes monitoring of outcomes for the whole of ACC, which includes the themes of environmental/ sustainable city, and will be fully defined in the implementation phase with support from the digital partner. **In addition the performance measurement regime to be implemented for all operations will be aligned to the LOIP outcomes**
	– **Community Planning/ LOIP –** would be better aligned to **Place, Early Intervention and Community Empowerment or City Growth**	Following consultation feedback it is proposed that Community Planning / LOIP be realigned to the Place function.
ALEOs	– **Aberdeen Performing Arts** should sit in **Place** given it is operationally and strategically part of the city's cultural fabric	Aberdeen Performing Arts will have a close working relationship with a number of services, particularly those in Place; however it is proposed that the alignment remains in Commissioning for consistent management and monitoring alongside other ALEOs.

Customer	Staff suggested	Response
Customer Experience	– **Payroll** better aligns to **Resources** due to the large number of linkages with the HR and Finance teams	It is felt that Payroll aligns well in the Customer function alongside Business Support as this is an internal customer service **and involves considerable transaction activity**
	– **Bereavement Services** should sit in **Environmental Services** given its strong links to Burial and Crematorium Services	Given consideration to the feedback it is believed that Bereavement Services is better aligned to Environmental Services within Operations and Protective Services.
Early Intervention and Community Empowerment	– **Early Intervention and Community Empowerment** should sit in **Integrated Services for Children**	Early Intervention and Community Empowerment is seen as key components for the future model of the Customer function, through focusing on early resolution and problem solving to help individuals and communities become more self-sufficient and resilient. Of course, the function will have a key relationship with the chief officer (integrated children and family services) as noted on the job profile
	– **Community Learning (CLD)** and **Lifelong Learning** should be joined and sit in either **Customer** or **Education**	Following consideration of the feedback Community Learning (CLD) and Lifelong Learning will be integrated within a single service area within the Customer function.
	– **Libraries** should either sit with **Education** or with **Archives** and other cultural elements in **City Growth**	Libraries are viewed as a key resource in the community to enable service provision within our physical infrastructure, thereby facilitating access to services within local communities, which is why it is aligned to Early Intervention and Community Empowerment
	– **Equalities** should sit in **Governance** with the **Translation Service** element retained in **Customer**	Equalities is aligned to the Customer function as originally proposed to support the design principle of promoting independence and inclusiveness, where we will support people

Customer	Staff suggested	Response
		with multiple needs to live fulfilled lives and be as independent as possible.

Operations	Staff suggested	Response
Integrated Children's and Family Services	– Lack of a **Director of Education** might impact on strategic leadership of this service and the ability to be represented and influence at the highest levels	The Director level posts and job profiles were agreed by the Council on 23 August 2017. In that report, which established the functions of Commissioning; Customer; Resources and Operations, it was stated that services would be deliberately aligned in order to achieve improved outcomes, breaking down directorate and service silos. The Council also agreed design principles for the Target Operating Model, including principles for "Organisational Design". It is these design principles upon which the proposed alignment has been founded. Community Learning and Development, which is aligned alongside Lifelong Learning within the Customer function, is a case in point. The role of the Customer function includes the development of community hubs to build sustainable communities and support individuals to manage their own lives, supporting a holistic relationship with our customer and encouraging a focus on community and individuals' outcomes rather than services. A Chief Officer for Integrated Children's and Family Services is designed to facilitate a deeper collaboration between education and social work within the local authority, as well as enhancing the collaboration with NHS children services at a local level.

	– Perception that Education not having its own separate service was not in keeping with the **'Children are our Future'** priority	There are multiple structural models in place across local authorities in Scotland. In many of these the function of Education, at a senior manager level, is organisationally combined with other services. The design of the Target Operating Model and the interim functional structure is to support the Council to best deliver on its contribution to the outcomes agreed within the Local Outcome Improvement Plan (LOIP). The LOIP includes the clear priority of 'Children are our Future' within the theme of people. Delivery of the LOIP requires functions to be planned, resourced and delivered in an integrated way.
	– Lack of clarity about where **Education Management Information Services** (MIS) is sitting in the structure – suggestion that this would be best placed in **Integrated Services for Children**	The MIS Team are aligned to Integrated Children's and Family Services.
Operations and Protective Services	– **Structures, Flooding and Coastal Defence Team** (SFC) should sit in **Capital**	Having considered this suggestion, it is proposed that this team is realigned within the Resources function under Capital.
	– **Environmental Services** – positioning should be reviewed given that the activities involved in this service area are not just operational	Although not all activity is operational in nature, it is considered that this is primarily an operational service and relationships with services outwith the Operations function will remain and be developed further.
	– **Protective Services** such as trading standards and environmental health could be clustered with other **business growth services** as growth enablers in the future	Whilst the proposed alignment in the interim functional structure is in Operations, further consideration is currently being given to this as part of the review of services to businesses.
	– **City Wardens** and **ASBIT** should merge given their joint links with anti-social behaviour	City Wardens and ASBIT are both aligned to Early Intervention and Community Empowerment within the Customer function.

Performance Management	– Performance Management should sit with either Commissioning or Business Intelligence	As detailed in a previous response, following consideration of feedback, it is proposed that Performance Management is realigned to be part of Business Intelligence within the Commissioning function.

Resources	Staff suggested	Response
Finance	– Pensions and Payroll should both sit either in Finance or in Customer	The Pensions team remains aligned to Finance in the Resources function on the basis that the management of pensions, in particular the Pensions fund, aligns to treasury management. As detailed previously, no change is proposed to the alignment of Payroll to the Customer function.
Capital	– City Centre Master Plan should move to Place to give it appropriate weight and reflect its aspirational nature	Delivery of the City Centre Master Plan is aligned to Capital within the Resources function as they have the responsibility for delivery of all capital projects, including the city centre masterplan projects. The team will continue to have close working relationships with the Place function.
	– Major Project Delivery should sit in City Growth given that delivery of major projects is synonymous with city growth and broader economic development	Major Project Delivery is aligned to Capital within the Resources function because Capital has responsibility for delivering the major projects in the Council. The growth and planning functions should identify the infrastructure needs to support the cities future economy but responsibility for the delivery of such infrastructure projects should rest with dedicated development and delivery expertise.
	– External Funding and External Partnerships should both sit in City Growth	It is considered that External Funding is most closely aligned to the delivery of major projects to support the funding of the Capital Programme. External Partnership are currently aligned to City Growth.

	– **Capital PMO** should sit in **Governance** given it exists because of the need for tighter management of the **Capital** programme	A specific Capital PMO has been developed to ensure robust programme management principles are in place to deliver the Capital programme. As this is the responsibility of the Capital function the Capital PMO would be aligned there.
People and Organisation	– **Children's Social Work Learning** and **CPD Schools Professional Learning** should both sit in **Integrated Services for Children** to reflect their professional specialisms	The proposed organisational design aims to achieve an integrated approach to professional development and ensure the local authority takes a whole system approach to the development of leadership for attainment across education, social work and the rest of the council, as well as supporting community leadership.
	– **Internal Comms** and **Design and Marketing** should sit with **External Communications** in **Customer** as part of an **Integrated Communications Service**	Further consideration has been given to the Design and Marketing service, which will now be integrated with External Communications in Customer to provide an integrated design and marketing function. Taking into account the consultation feedback, it is considered that Internal Communications has a closer alignment with Organisational Development activity as part of People and Organisation.
Estates and Facilities	– **Energy Management** should sit in **Place** to reflect its role in Smart City and Energy Infrastructure plans for the city	Whilst the relationship and links to energy for the Place of Aberdeen are recognised, this area relates to how ACC manages its own assets, which is why it is best aligned with Estates and Facilities (now Corporate Landlord). Of course, along with other place plans like the economic strategy , the city will need a strategy for clean and sustainable energy.
	– **Corporate Health and Safety** should sit in Governance or **Resources** to reflect its corporate and strategic nature	Following consideration of the feedback received the strategy element of Health and Safety will be aligned to Governance as

part of the assurance arm of the Governance function; the operational/ delivery elements of Health and Safety will be aligned to Operations.

Governance	Staff suggested	Response
Legal	− **Licensing** should sit with **Protective Services**	The alignment is in the Governance function, as the Licensing Team fulfils a statutory responsibility on behalf of the Council and requires to do this from within a dedicated Legal Team.
Information Governance	− **Information Governance** should sit in a dedicated cluster working flexibly across services, including **Libraries**	Information Governance will work flexibly across services from within the Governance function. This will be honoured through horizontal relationships across the structure.

Place Planning and City Growth	Query Area	Response
Place Planning	− **Building Control** should sit in **Protective Services** to ensure public health and safety in relation to the built environment	This is currently aligned to Place and may be further reviewed depending on the outcome of the planning review.
City Growth	− We should create a dedicated **Culture** cluster with different service areas such as **Libraries, Museums and Events** and **Archives** underneath it rather than including it in **City Growth** − **Archives** should be co-located with **Libraries** and sit either in **City Growth, Information Governance, Business Intelligence** or in a dedicated **Culture** cluster	The Culture cluster within the Place function includes Museums, Events, and Archives. As detailed above, it is considered that the Libraries service is best aligned within the Customer function. The Culture cluster brings together Archives with Museums and Events.
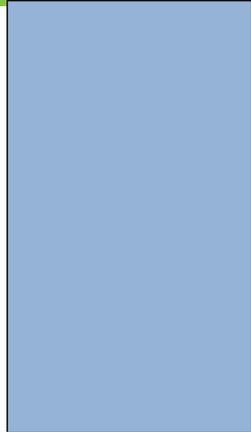
– **City Deal** aligns better with **PMO**	The development of the City Deal is a strategic function around the city's infrastructure strategies required to support future growth so is better aligned with City Growth. The delivery of schemes funded through the CRD will be the responsibility of the Chief Officer (capital), maximising the expertise within this function.
– **Lifelong Learning** should sit in **Integrated Children's Services** alongside **Community Learning and Development**	Lifelong Learning sits alongside Community Learning and Development within the Customer function under Early Intervention and Community Empowerment; this area focuses on developing sustainable communities and supporting individuals to manage their own lives.

Theme 3 - Proposed Organisational Structure

Staff comments in this respect broadly related to	Response
– The impact that the change could have on **current working relationships**	It has been recognised that the transition to the Target Operating Model requires to be effectively managed. The risks involved in the transition have been assessed, included within the Corporate Risk Register and are updated and reviewed regularly by the Corporate Management Team.
– The need for **clarity** about what the different functions would be responsible for and how they would work in practice (eg commissioning, operations)	It is critical that implementation of the proposed interim functional structure, and future redesign, continues to be founded upon the agreed design principle; that it is evidence led; that the Council's Model for Improvement is applied; and that the input of all internal and external stakeholders continues to be a major consideration.
– How **corporate accountability** would work for specific services	
– Impact of **potential loss of leadership** during the interim phase	While moving to the new transitional structure it is important that a clearly defined approach is developed and understood to avoid unnecessary disruption to the delivery of business as usual services. The approach to be taken while implementing the transitional structure is outlined below:
– How the effectiveness of the model would be **reviewed** and what opportunities there would be for **feedback**	
	❖ Focus on transition, not full transformational redesign; ❖ Transition led by Director and Tier 2 (following appointments); ❖ Communication and engagement is key and will be a focus throughout; ❖ Governance will be through the agreed Portfolio governance approach; ❖ Minimal movement and disruption to: staff; processes; technology; reporting; and customer channels; ❖ Consideration of rationalisation where possible, in areas of redesign consolidation; duplication of activity; VS/ER Promotion; and Redeployment; ❖ Minimal location movement, unless part of rationalisation activity; ❖ Minimal partner disruption;

Staff comments in this respect broadly related to	Response
	❖ No customer disruption.

2   Partner Engagement

Engagement was also carried out with key partners to get their views. Feedback from partners is included below:

RGU	– RGU looks forward to engaging with the City Council on the new organisation and strategic direction; the focus on 'place' and the continued focus on the economic development agenda for the city of Aberdeen is welcome and RGU looks forward to working with officers and Elected Members in future
Scottish Prison Service	– The Prison Service appreciated the very detailed, cohesive and forward thinking presentation; from a statutory partner's point of view, the Service can see no risks or impediments to the already positive partnership working arrangements that exist between HMP and YOI Grampian (Scottish Prison Service) and Aberdeen City Council – The proposed TOM will potentially bring new opportunities for better management of offenders and safer communities within the Community Justice environment, especially in relation to improved information sharing, housing and accommodation, as well as potential employment opportunities; the Prison Service is fully supportive of the Target Operating Proposal and can see the real benefits it can realise for citizens of Aberdeen
Police Scotland	– Police Scotland appreciate the opportunity to discuss the new operating model which builds on the very positive partnership working in the city from the most strategic planning to day to day operations – The strategic vision articulated was compelling and demonstrates the potential to align with Police Scotland's own plans for change, while enhancing the very positive and innovative partnership working through the Local Outcome Improvement Plans; plans are in place to ensure future strategies of Police Scotland and the City Council complement one another
Scottish Fire and Rescue Service (SFRS)	– SFRS fully support the ambitious direction of travel the Council is taking and can see no issues or consequences that may cause a negative impact for the Service; SFRS welcomes the opportunities for collaborative working the Council's proposal will bring and can see the benefits to all partners and to the communities of Aberdeen that will come as a result of this transformation; SFRS looks forward to working with the Council to achieve common goals and strengthen their existing partnership
NHS Grampian	– Both NHS Grampian and the Integration Joint Board (IJB) are strongly committed to partnership working with Aberdeen City Council and will work together to ensure that there are no unintended consequences from the introduction of the Target Operating Model, and equally that there are a range of opportunities, including digital transformation
Scotland Excel	– As a centre of expertise for procurement, Scotland Excel particularly welcome and applaud the move towards a "commissioning

	council" and the changes this requires; we strongly endorse the proposal to recruit a Director of Commissioning to ensure this is a key deliverable for the organisation; we believe the roles associated with place and economic development are key to the success of the proposed changes in ensuring organisational outcomes are closely aligned with the needs/priorities of the Aberdeen community
Education Scotland	– Would not be responding formally but happy to meet to discuss further.
Scottish Government (CSWO)	- The Scottish Government can clearly see the rationale for bringing Education and Children's social work together and agree with the approach of earlier intervention through universal services. They were looking for clarity on where services for Looked After Children are aligned as well as the links with the Health and Social Care Partnership and the justice responsibilities around MAPPA. - In relation to the Chief Social Work Officer, they need to be able to hold all parts of the system to account for the statutory social work functions and in doing this they are acting as an officer of the Council with a direct responsibility to the Chief Executive of the Council. Although there is no guidance around level within the organisation, they need to be senior enough to call others to account and they must have a clear line of accountability to the Chief Executive.
Health and Safety Executive	- The HSE focusses on leadership and how senior leaders demonstrate their commitment to health and safety to ensure the correct level of support and governance within their organisations. Access to senior leaders is important through as short a management chain as possible; it is important that those who can ultimately make key decisions are provided with information without, where possible, the watering down or controlling of messages by those whom it could ultimately affect. Health and Safety along with other areas of risk management are business wide issues and should be able to operate in a manner which allows them to work across the business without barriers either real or perceived. - The structure is primarily aimed at "doing things" and it is my understanding that your Corporate Team is involved in policy development, auditing and monitoring and providing assurance to the Council that the risks are being adequately controlled. It is for the "doers" to implement policy. The HSE believe the independence of Corporate H&S is paramount and therefore best placed in a corporate function. The Council have to ensure legal compliance and there are undoubtedly synergies to be gained by working alongside others who also work within such a legal framework.
Care Inspectorate	- The Care Inspectorate believes the CSWO should be at head of service level in order to have sufficient seniority in the structure, and a link to the Chief Executive - They identified the need for clear and professional accountability for social work practice, the need for learning from practice and the maintenance of professional social work standards - The Business Intelligence Unit needs to be focussed on supporting people and they encouraged us to place as much emphasis on the unit and technologies predictive capabilities

	- In relation to the Northern Alliance they noted some concerns about the educational focus of the regional collaborative approach, given the OECD report findings of only 30% improvement being linked to schools and talked about the importance of social work in improving outcomes for children. - They emphasised the importance of place in relation to childhood identity and keeping children and families together in Aberdeen. - Finally in relation to City Deal/City Growth it is important links are made to investing in young people and that developing the young workforce needs more emphasis in the document.