

## Appendix B

### Synopsis of Trades Union consultation responses to 2<sup>nd</sup> tier proposals

Trade union consultation commenced on 7 November 2017 and concluded on 28 November 2017. During these dates there were three meetings between management and trades unions to receive feedback and give clarification in respect of the proposals.

Trades unions were invited to submit written representations and below is a summary of these. All individual responses are also attached to this Appendix B. Representations were provided on three main themes of:

- The **consultation** process
- The **Interim Functional Structure**
- The **Job Matching** Procedure

	Representations	Response
1.	<b>Consultation Process</b>	
	Concerns were raised with regard to the programme of consultation and engagement, including the opportunities available to school based staff.	<p>Appendix A gives details of the very extensive engagement and consultation which has been undertaken and which will continue. Where specific concerns have been raised, for example, in relation to the consistency of the presentation of information, these have been recorded by the staff involved and the process and arrangements reviewed.</p> <p>With respect to the opportunities for school based staff, the challenge of finding the best options for all staff in outlying establishments was recognised from the outset in developing the programme and, in particular, the difficulty for school staff to attend during normal hours. It is recognised that the series of “twilight” sessions which were organised was not successful and several were cancelled due to very low levels of sign up. The approach subsequently taken to engage with school based staff i.e. Head Teachers briefing their own teams was agreed following consultation with Head Teachers and did include consideration of an Associated School Group model. The Head Teachers,</p>

		<p>who have confirmed that briefings have been conducted, covered over 1,300 school based staff. In addition, an ASG based session has been held at Harlaw Academy, where both Harlaw and Grammar ASGs were invited to attend. The Council is committed to engaging and consulting with all staff across the authority, and this is reflected in the numbers of staff who have participated in the development of these proposals. However, it is recognised that we need to continue to review arrangements for school based staff and the views of Trades Unions fully considered in that.</p>
	<p>Concerns expressed about simplified assumptions made about what services deliver and therefore wrong conclusions reached in terms of best fit of those services within the structure</p>	<p>The Extended Corporate Management Team (ECMT) were involved in helping shape the model and agree initial alignment of services as well as 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.</p> <p>Throughout this time staff have been involved, both through the engagement sessions that have taken place since August and the consultation process over the last 3 weeks. Feedback from these sessions has been taken into consideration when reviewing, amending and finalising proposals, and a number of amendments to the alignment of services have been made as a result.</p>
<b>2.</b>	<b>Interim Functional Structure</b>	
	<p>Comments were made on IT Services, specifically concerns that the proposed</p>	<p>In response to staff feedback through the consultation process, the proposal put to</p>

	<p>interim functional structure showed IT as a separate service to “Digital” and that the IT Helpdesk was aligned with Customer Services.</p>	<p>Council is that IT and Digital are part of one service. Consideration has been given to the role of the IT Helpdesk, the recommendation, however, remains that the alignment of this service with other 1<sup>st</sup> line contact within the Customer function is the most appropriate.</p>
	<p>Comments were made on <b>Bereavement Services</b> being placed within the Customer function. The point was made that Bereavement services provide support to the Crematorium and are a core part of that function.</p>	<p>This issue was also raised directly by staff and this functional allocation has been amended and it is proposed that Bereavement Services will be aligned with the Crematorium and Burial Services in the Environment Services within the Operations and Protective Services function.</p>
	<p>Comments were made that <b>Registrars</b> must be qualified and registered with National Records Scotland. It is asserted that this is a role with cannot be combined with any other in the Customer function and the regulatory body have refused to approve combined roles in other local authorities.</p>	<p>This comment has been recorded and will be given full consideration in the further redesign of specific roles, which is now required within the overall functional structure. Also to note, as stated above, Bereavement Services are no longer combined with Registrars.</p>
	<p>Comments were made on the placement of Education and Children’s Social Work within the <b>Operations</b> function. The EIS specifically indicated their concern that there is no <b>Director of Education</b> and expressed the fear that the replacement with a more generic management post will lead to a lack of educational vision by the Council. UNISON suggests there is a risk in incorporating these services within a broader function that the Council’s oversight as an education authority may be reduced. They suggest that Education and Children’s Social Work should be functions in their own right.</p>	<p>The purpose of the Target Operating Model is to design the organisation so that it can best deliver, with partners, the outcomes set out within the LOIP. This includes the priority of “Children are our Future”. The interim functional structure will help us achieve that by integrating and strengthening strategic planning, resource allocation, commissioning, governance and delivery all towards achieving common outcomes, rather than service based priorities.</p>
	<p>The EIS made registered concerns on the <b>Director of Operations</b> not requiring to have an Educational background given Education make up a significant part of the Operations function. In light of the £125 million savings the Council is</p>	<p>Improving Schools in Scotland, the OECD report states “having implemented the curriculum for excellence at the system level, the centre of gravity needs to shift towards schools, communities, networks of schools and local authorities in a</p>

required to make over the next 5 years they expressed the view that the incoming Director of Operations has an understanding that Education and that it is vital it is correctly resourced.

framework of professional leadership and collective leadership". The term "strengthening the middle" is now understood to refer to the local authority, teachers, head teachers, different networks and collaborations. Strengthening the leadership of "the middle" appears to be valuable investment in terms of improving attainment. Rather than separating education and social work as functions, the OECD advocates for more collaboration.

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. This is in response to the findings of the OECD report which identifies the huge value of non-education children services in improving children's attainment.

Aberdeen community planning partnership has made significant progress in the development of its locality plans for its most deprived communities across the city and these are being supported by the established locality partnership boards, which of course, a number of head teachers, GPs and police inspectors are involved in. This approach is facilitating the shift in gravity towards communities as envisaged by the OECD report.

The OECD report and the government's own consultation on an Education Bill, focus on strengthening the professional leadership of curriculum for excellence and "the middle" The creation of a professional standards, development and

conduct team within the People and Organisation function will enable the authority to support the ongoing development of leadership capability and maximise opportunity for joint development across the range of professionals involved in supporting children.

The Council has been an active contributor to the establishment of the northern regional collaborative and will ensure all Aberdeen schools have access to the work of the collaborative in terms of professional practice and development.

The OECD report identifies a key role for data agencies and the research community in monitoring the extent to which the attainment gap is being closed. The creation of the Council's first ever business intelligence unit, as part of the Business Intelligence and Performance Management function, will enable the Council to support our school leaders in monitoring the impact of locally and regionally driven tests of change as the middle drives efforts to "close the attainment gap". The job profile for all proposed chief officer posts in the structure will be submitted to Council for approval. The job profile for the Chief Officer - Integrated Children's and Family Services includes a clear responsibility for closing the attainment gap and for linking with the Chief Officer - Business Intelligence and Performance Management.

The draft Education Bill places a focus on parental and community engagement. The interim structure includes an early

	<p>intervention and community empowerment function. This is designed to provide the required organisational leadership to enable all our customers, including parents and pupils, to have much more involvement in the design of services and the decisions which impact on them. This theme, is not only a feature of the job profile for the Chief Officer – Early Intervention and Community Empowerment, but is also featured in job profiles of the Chief Officer - Integrated Children’s and Family Services and the Chief Officer – Strategic Place Planning, ensuring that all children have an involvement in the design decisions of the city.</p> <p>The OECD report places an emphasis on innovation in secondary school learning. The recent appointment of our digital partner will accelerate the development of our digital strategy. Innovation in learning, focused on closing the attainment gap, will be enabled through our new partnership.</p>
<p>A comment was made that the proposals are unclear whether all services will be “commissioned” by the commissioning function or if this specifically relates to services falling under operations?</p>	<p>The Commissioning function will have responsibility for allocating resources, from all functions of the Council, appropriate to the delivery of outcomes agreed in the City’s Local Outcome Improvement Plan. The Commissioning function will work with services to consider demand, required outcomes and how best to allocate resources to deliver those outcomes. It is recognised that this approach to commissioning both external and internal services of council represents a very different way of working and the Director of Commissioning will be tasked with setting out in detail our planned approach.</p>

	Clarity sought on where HR policy sits and industrial relations	HR Policy will sit with the Chief Officer People and Organisation and, subject to council approval, responsibility for approving these policies will rest with the staff governance committee. People and Organisation will continue to take the lead role in industrial relations.
<b>3.</b>	<b>Job Matching</b>	
	At the meeting on 28 November 2017 UNITE indicated they would not agree the proposed revisions to the Job Matching Process 2 <sup>nd</sup> Tier. The point on which agreement cannot be reached is the appeals provisions where the trade union are requiring a two stage appeal process first stage at Officer level and the second to elected members.	This is agreed and the report now recommends an amended Job Matching process with provision for a two stage appeal process first stage at officer level and the second to elected members.
	Request that trade unions are consulted prior to informing employees where roles are in scope.	All Trades Unions will be consulted and engaged throughout the process as per existing arrangements. We are committed to keeping them informed and to consider any alternative proposals they might have and we fully recognise their role in support and guidance for both the employees and the organisation.
	Clarity sought on period and sustainability on redeployment following displacement of staff	The Council has in place an agreed Redeployment Policy (agreed by FP&R in February 2011) and this policy will be used as appropriate when implementing the Interim Functional Structure.
	Sought an extension of the time scale on the job matching appeal response time to 5 days	We have considered this and agreed to amend the job matching appeal response time to five days.
	Commitment to providing support to the preparation of an in house in the event of council outsourcing any services	We have committed to ensure an appropriate level of resource is available to support any in-house bids for any work that is being considered for tender.