

## SERVICE UPDATE

<b><u>Name of Function:</u></b>	People and Organisation
<b><u>Date:</u></b>	28 January 2019
<b><u>Title of Update:</u></b>	Guiding Principles and Capability Framework
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### **SUMMARY:**

- To deliver our purpose in a challenging context we need to change what do and how we are as an organisation;
- There are 7 areas of organisational capability derived from the TOM, which we need to develop in order to be successful;
- we have a programme of work to deliver against each capability;
- our culture also needs to change to support us at every stage and this needs to be co-created with colleagues;
- Part 1 of our engagement activity to define our culture, through a set of Guiding Principles, has involved 800 colleagues;
- Part 2 will finalise our Guiding Principles and provide our behaviours;
- Individual capability needs to align to organisational capability - a capability framework will support individuals with the knowledge, skills and behaviours that they need.

### **UPDATE:**

Having started as Chief Officer for Organisational Development nearly 3 months ago I wanted to share some early reflections and provide a progress update on what I see as a key area of work for the team and for the success of the organisation.

It's clear that the pace of change at Aberdeen City Council is both ambitious and necessary to meet increasing and rapidly changing demands at a time of decreasing funding. As demands from our customers change, it is clear that all of us who work for Aberdeen City Council will need to do and be something different in the future. There has already been a significant shift in the organisation through the agreement of the TOM and completion of phase one of transformation and I have spoken with many colleagues since my arrival about their experiences of this transformation to date and how they feel about the future of the organisation, and their place in it.

As we move forward into phases 3–4 of transformation, I believe that it's crucial we create opportunities to communicate effectively about the direction of travel. More importantly we must listen to, engage and collaborate with all colleagues so that the organisation which takes shape is one which every person who works here is fully invested in for the future – for them and for the city of Aberdeen.

Phases 3 to 4 of the transformation and the creation of an organisation which can meet the challenge required, will be achieved through the development of **7 organisational capabilities**:

1. Managing demand through prevention and early intervention;
2. Being flexible and adaptable;
3. Ensuring accountability, transparency and openness;
4. Becoming intelligence led;
5. Encouraging inclusiveness, engagement and collaboration;
6. Achieving consolidation and consistency; and
7. Focussing on outcomes that make a difference.

These **organisational capabilities** flow from the design principles of the TOM. To fully realise these, we need to embed them in **what** we do as an organisation, our **skills** and **knowledge** and **how** we behave – individually and collectively (our culture).

In terms of **what** we do – these organisational capabilities represent **7 programmes of work**, with projects within them, to be delivered over the course of phases 2-4 of transformation.

It will not be enough, though, to deliver programmes of work if our culture, our knowledge and our skills do not also support these organisational capabilities.

Developing a culture in which every person feels connected to our aims, outcomes and to each other and feels able to challenge and support those around them if they are struggling to connect with this, is vital.

To this end, the past 3 months has seen engagement taking place across the organisation to co-create Guiding Principles. These principles will bind us all together in a common understanding of what it means to work at and with Aberdeen City Council. They represent the 'rules of the game' when it comes to interacting with our customers, our partners and each other and will underpin how we go about our business.

800 people from teams across the organisation have inputted directly into part 1 of the engagement process to design these Guiding Principles – what they look like in practice and what they do not look like (our behaviours). These activities were designed in conjunction with Trade Union colleagues who have continued to play a highly supportive role in this activity, whilst offering crucial challenge.

Throughout this period of engagement, the passion and pride of our workforce has been clear. We all care about the future of the organisation and want to be involved in shaping the way forward. It has come out time and again that teams and individuals know that what they do makes a difference and that this difference is for the people and place of Aberdeen. There is a strong desire to have a set of agreed principles which have been shaped collectively and which apply to everyone, regardless of their role or position in the organisation, so that recognition and reward are based on achieving good work in line with these principles and everyone can be challenged if they are not working in line with them.

At this juncture the engagement activity has identified a number of clear areas of importance:

We care about our **PURPOSE**;

So, we take **PRIDE** in doing a good job;

To do that, we need to work as **ONE TEAM**;

This means we need to **TRUST** each other and take **RESPONSIBILITY**

And we need to **VALUE** each other and recognise a job well done.

A draft set of principles based on these themes are now out for final voting and comment and when finalised will be presented to the Staff Governance Committee in March. This is an important step in our cultural journey – by co-creating our underlying principles with staff we will have created something together which is powerful, meaningful and connected and which reflects the passions and real words and phrases used by colleagues across the organisation.

There is a clear recognition amongst colleagues that with decreasing numbers, we need to work flexibly, demonstrating a range of core skills and applying these to whatever problem or project most needs our attention and will have the greatest impact for our customers.

We need to work collaboratively and in a matrix way which both recognises the importance of a manager's role and equally distributes leadership so that accountability, responsibility and empowerment are common no matter what your role in the organisation.

To achieve this level of flexibility all colleagues need the support to develop their skills so that they are fit for the future and will support their ongoing career with Aberdeen City Council in the context of changing needs and technology.

To continue to collaboratively build clarity and accountability the behaviours that demonstrate our new Guiding Principles will form part of a wider 'capability framework' which covers the **knowledge, skills and behaviours** which everyone needs to be demonstrating or developing whilst delivering their personal **objectives** in their role.

This full capability framework will form a refreshed PR&D (appraisal) process which is to be launched in 2019/20 and the framework itself will be presented to Staff Governance Committee in June 2019.

In this way, the individual connection is clear between what you do, how you do it and the outcomes that are crucial for the city and people of Aberdeen – which is what colleagues are telling us is the most important thing for them to be recognised for.