

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	30 January 2023
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Workforce Delivery
REPORT NUMBER	CUS/23/035
DIRECTOR	Andy Macdonald
CHIEF OFFICER	Isla Newcombe
REPORT AUTHOR	Isla Newcombe
TERMS OF REFERENCE	2.2

1. PURPOSE OF REPORT

- 1.1. To present to Staff Governance Committee the overarching plan for delivery of the approved workforce strategy which formed part of TOM 1.2.
- 1.2. To provide background and context for this delivery plan.

2. RECOMMENDATIONS

- 2.1. To note the delivery plan relating to the approved workforce strategy as part of TOM 1.2, contained within Appendix B, and that the Chief Officer – People and Organisational Development will present reports to the committee where required as the work progresses; and
- 2.2. To note the engagement exercises that have fed into the development of the plan, outlined at Appendix A, and the approach to workforce engagement to be taken as the Council moves through the next phase of transformation and the implementation of the delivery plan.

3. CURRENT SITUATION

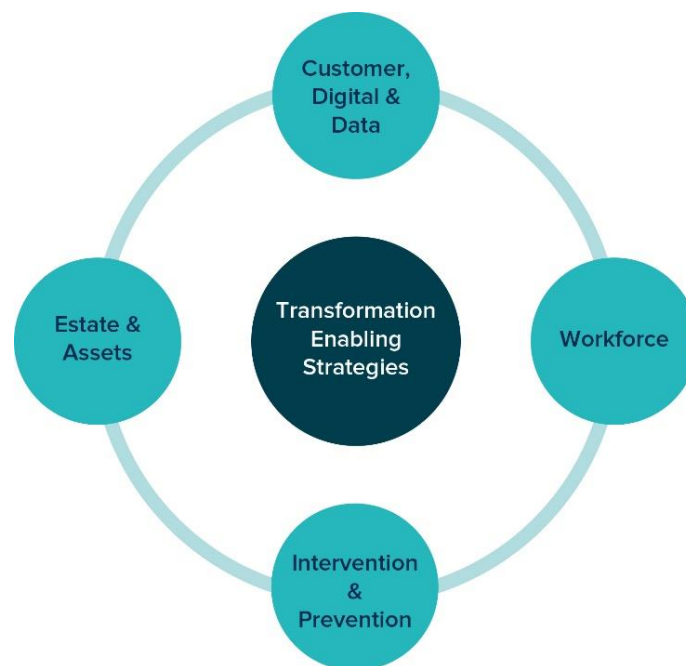
- 3.1. In August 2017 Council approved the 'Building a Council of the Future' report which set out our Target Operating Model (TOM) and the workforce required to deliver the TOM.
- 3.2. In 2019 our Guiding Principles were created by staff as the articulation of the culture that is needed to deliver against the TOM. In 2019, our Workforce Plan set out how we would develop our culture defined by our Guiding Principles. From 2017 to 2021 we made significant headway in our workforce change agenda. This was reported to committee as an overview in early 2022.
- 3.3. In August 2022, our TOM 1.2 was approved by Council, setting out the direction of travel for our transformation programme, with the workforce strategy being agreed as a core part of this document.

3.4. The workforce strategy outlined as part of TOM 1.2 is an **enabling** strategy and, as such, plays a key role in supporting delivery across each of the Council's commitments as set out in the: -

- Council's Statutory Obligations
- Local Outcome Improvement Plan (LOIP)
- Council's Policy Statement
- Regional, Partnership and Aberdeen City Council Strategies
- Our commissioning intentions

3.5. The strategy, and the delivery against it, is a key enabler in shifting the demand for, and increasing the efficiency of, council services. As such, it is informed by, supportive of and aligned to the Medium-Term Financial Strategy (MTFS).

3.6. As outlined in TOM 1.2, the workforce strategy and the delivery plan were developed alongside, and align with, the Estates strategy, the Early Intervention and Prevention Strategy and the Digital, Data & Customer strategy.



4. Key Drivers

4.1. Our workforce strategy and the delivery plan have been built with consideration of the external environment and will need to continue to adapt over the next 5 years in response to the changing external and internal environment and any key government policy drivers and upcoming legislative changes. Whilst not exhaustive, areas that must necessarily have an impact on our direction of travel include:

4.2. External Drivers

- Scottish Government Policy Direction – Set out in the Programme for Government
- Fair Work Principles
- Equalities - Equality and Human Rights Commission Inquiry Response – Race, Equality, Employment and Skills 2020, Scottish Government Equality Framework and Action Plan
- Legislation – UK Government direction of travel on employment law and legislative requirements on employers and local government bodies in Scotland
- UK Government Good Work Plan
- National Care Service
- Early Learning and Childcare Provision requirements
- Resources for local government
- Educational policy in Scotland including the UN Convention on the Rights of the Child; Curriculum for Excellence; Getting it Right for Every Child (GirFeC); The Promise and SQA Assessment Arrangements
- Supporting Employability – the young persons’ guarantee, impact of the pandemic on our young people and their futures, our duty towards care experienced young people
- Customer Expectations – at a national and local level the expectations of the public sector and public sector workers has been changing since before the pandemic – as set out in the C21st public servant
- Skills and the Labour Market - EU Exit and UK skills shortages
- The climate change crisis
- National and local economy and the cost-of-living crisis
- National priorities regarding industrial relations
- Nationally determined terms and conditions of employment

4.3. Internal Drivers

- Target Operating Model 1.2 and the delivery of the workforce strategy and the transformation programme outlined therein
- Our local partnerships and the organisations we work closely with including our Arms Length External Organisations and our Integrated Joint Board the Aberdeen Health and Social Care Partnership
- Hard to fill roles and local skills shortages
- Medium Term Financial Strategy
- Shifting staff expectations and experiences of work - including hybrid and flexible working, equalities and work/life balance
- Local Industrial Relations and expectations
- Staff absence rates, shifting requirements around wellbeing and in-work support

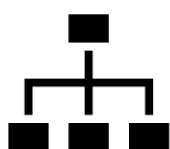
5. TOM 1.2 – Workforce Strategic Outcomes

5.1. Our Guiding Principles were created by our employees to guide the way we work, the way we behave, and make sure we all have the same understanding of what it means to work here. They provide a framework, owned by employees, **for the strategic workforce outcomes or ‘what will success look like’, as set out in Tom 1.2:**

What will success look like?	Why are we doing this?	What needs to be done?
<ul style="list-style-type: none"> • A workforce that delivers on our purpose, flexibly and adaptively, focusing on the areas of greatest impact through early intervention and prevention • Our workforce is able to change, improve, think and act in radically different ways • Collectivism and collaboration is the norm, diverse voices within the organisation have a platform • Our workforce is empowered to act at the point of need • We recognize individual skills and passions and reward delivery against our core purpose 	<ul style="list-style-type: none"> • To reduce demand on our services and harms to our people and place • To improve and adapt services responding to reducing resources • Our workforce should be representative of our community • Empowered people will take effective decisions to meet the needs of our customers, and with the effective use of data and digital allows limited public resources to be targeted • Approaches to recognition and reward need to be modernized in line with our shifting workforce demographic 	<ul style="list-style-type: none"> • Redesign services against organisational design principles • Use job families and worker styles to provide a framework to support our varied workforce in their development aligned to our priorities • Build on our approaches to hybrid and flexible working through effective use of digital, guidance and workspaces • People Change toolkits and management development • Workforce plans in place that focus on talent pipelines and our equality outcomes • Build self-managing communities and self-managing teams • Reduce layers of management • Build feedback structures with our workforce of the future in mind

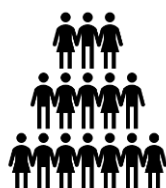
6. Delivery

6.1. The purpose of our workforce strategy is to take the organisational learning from our transformation since 2017, an appreciation of the shifting local and national context, the challenges faced by all councils and the need to drive change, to set out our path of workforce transformation for the next 5 years that will build the workforce of the future. We will achieve these outcomes through the following levers with objectives aligned to each. **The objectives are contained within Appendix A.**



Right Structures

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



Right People

Building our capacity through attracting, recruiting, moving talent



Right Skills

Building capability through awareness, desire, knowledge and ability



Right Place

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



Right Support

Supporting employees to thrive, personally and professionally.

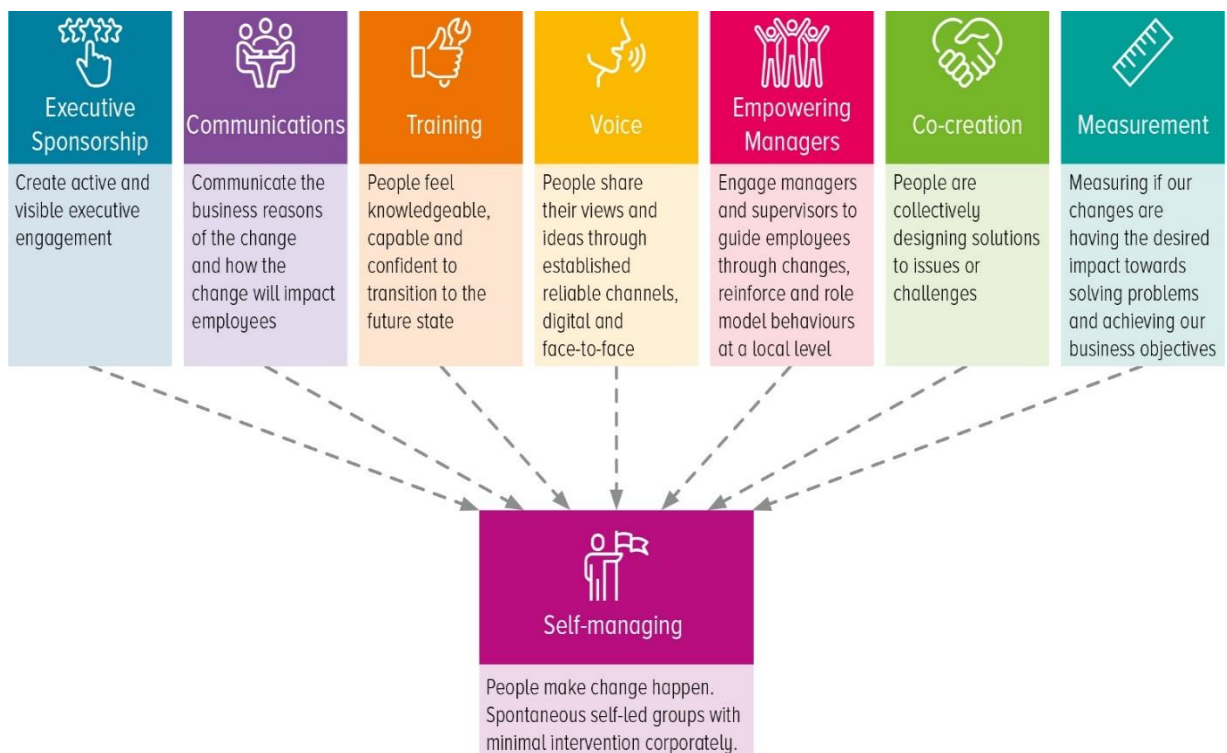
7. How we engage with the workforce

7.1. Our approach to employee engagement has developed extensively since 2017. We have used a range of channels to better understand the employee perspective, particularly within holistic change management, and this has been considered in the creation of this strategy.

7.2. We have utilised a range of engagement techniques and tools since 2017 to provide both specific information on a particular change or improvement and holistic information about the staff experience, drivers, attitudes and skills and knowledge. These methods include face to face discovery; information roadshows; webinar and Q&A sessions; online surveys; yammer polls and comments; and comment and feedback on intranet posts. These have covered a variety of topics including but not limited to ways of working including hybrid working; mental health and wellbeing; experiences of covid-19; a series of frontline engagements; how change is experienced, led and managed; and equalities and diversity. To develop the delivery plan the engagements taken account of are listed in Appendix A.

7.3. **Right for everyone** – As we deliver our interventions we will utilise and review engagement, feedback and success measurements to determine the inclusivity and the impact of our work against our intended outcomes and will adapt our approaches where needed.

7.4. As we move forward with the delivery of our strategy, we are committed to an approach to change which is inclusive and engaging, with ownership for change sitting wherever possible with those whom it impacts. Our approach to change, communication and engagement includes 8 pillars which ensure that this is the case:



8. Measuring our impact

8.1. Alongside our continued engagement with staff and trade unions and the adjustment of our delivery as a result of this and any changes to the external or internal drivers, key areas will be tracked for the impact and adjustments made accordingly to respond.

These include as examples, but are not restricted to:

- Absence levels across the organisation, reasons for absence and uptake of employee assistance and Occupational Health;
- the use of internal or flexible models for resourcing capacity; turnover rates
- the numbers of our young workforce aged 16 to 24 and 25 to 29;
- the number and scope of Foundation, Modern and Graduate Apprenticeships
- the numbers of roles attached to talent pipelines or training programmes;
- the % of staff who feel connected to our purpose; the perception of staff that change is well managed;
- the scope and number of employee led and self-managed networks including membership of Equality, Diversity & Inclusion (ED&I) working groups;
- numbers of managers undertaking development opportunities;
- trained coaches and mentors and number of coach and mentoring matches;
- mandatory and essential training completion; the satisfaction and impact of training;
- digital adoption figures;
- reduction in transactional, first level, queries across our HR Service Centre and Centres of Expertise;
- gender pay gap and ethnicity pay gap data;
- pension enrolment figures; utilisation of employee benefits

9. FINANCIAL IMPLICATIONS

9.1. Delivery will be funded from existing budgets. This will continue to evolve and develop as the Medium Term Finance Strategy is updated to reflect decisions taken by Council

10. LEGAL IMPLICATIONS

10.1 There are no direct Legal implications arising from the recommendations of this report, although many of the approaches mentioned in the delivery plan will assist the Council in meeting its duties under the Equality Act 2010 and other employment duties towards staff.

11. ENVIRONMENTAL IMPLICATIONS

11.1. Projects contained within the delivery plan will include elements of addressing awareness and behaviour change relating to environmental impacts and sustainability and therefore are an enabler to the Council's approach to achieving net zero.

12. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic Risk	Failure to deliver the Council's Target Operating Model 1.2, including the Workforce Strategy, and the Medium Term Financial Strategy.	This plan is essential to delivery of the Workforce Strategy which will mitigate against the risk of the non-delivery of TOM 1.2.	L	Yes
Compliance	None			
Operational	Failure to deliver the Workforce Strategy and as a result, failure to support operational delivery through transformation.	This plan is essential to delivery of the Workforce Strategy which will mitigate against the risk of the non-delivery of TOM 1.2.	L	Yes
Financial	Failure to deliver the Workforce Strategy will impact on delivery of the Medium Term Financial Strategy.	This plan is essential to delivery of the Workforce Strategy which will in turn mitigate against the risk of the non-delivery of TOM and the MTFS.	L	Yes
Reputational	Failure to adequately plan and prepare for delivery of the Workforce	Engagement with stakeholders is key to delivery of the Strategy. The Workforce Plan outlines our	L	Yes

	Strategy could have detrimental reputational impact.	engagement approach.		
Environment / Climate	None			

13. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2022-2023</u>	
	Impact of Report
Aberdeen City Council Policy Statement <u>Working in Partnership for Aberdeen</u>	<p>Development of talent pipelines, employability schemes and apprenticeship models as well as the Abz Works scheme support the intention to enable positive futures for our city's young people</p> <p>Cost of living support for staff is built into our approach to being a caring employer</p> <p>All other aims are supported by developing our workforce holistically</p>
<u>Aberdeen City Local Outcome Improvement Plan 2016-26</u>	
Prosperous Economy Stretch Outcomes	<p>The proposals within this report support the delivery of LOIP Stretch Outcome 1-3 as the plan includes expansion of employability programmes and utilisation of talent pipelines such as apprenticeships.</p>
Prosperous People Stretch Outcomes	<p>The proposals within this report support the delivery of all Children & Young People Stretch Outcomes 6 to 7 in the LOIP.</p> <p>The proposals within this report support the delivery of People Stretch Outcome 6:</p> <ul style="list-style-type: none"> 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026. <p>The key drivers for this outcome are:</p>

	<p>6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs)</p> <p>6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school</p> <p>6.3 Ensuring children, young people and families understand the pathways available to them and skills required for the future</p> <p>Outcome 12 is supported through our review of the substance misuse policy</p>
Prosperous Place Stretch Outcomes	This section is supported as climate change awareness is a key developmental and strategic priority from a people perspective
Regional and City Strategies	Ensures we have the capability internally to deliver on these regional and city strategies

14. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Pre-screening form completed, full impact assessment not required.
Data Protection Impact Assessment	Not required

15. BACKGROUND PAPERS

- 15.1 TOM 1.2
- 15.2 Workforce plan 2019-2022
- 15.3 Workforce plan update

16. APPENDICES

- 16.1 Appendix A – Workforce engagement
- 16.2 Appendix B – Workforce Delivery Plan

15. REPORT AUTHOR CONTACT DETAILS

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Appendix A - Engagement Relevant to the Delivery Plan to Date

Date	Engagement Type	Topic	Key Themes	Target Audience
Autumn 2018	Discovery (face to face)	Guiding Principles	Co-creation of organisational culture	All staff (2000 engaged)
Autumn 2020	Feedback - MS Form	Future of Work survey	Staff experience Staff engagement Pulse check Health and wellbeing Experience of leaders	All staff (1800 responded)
2021-2022 Ongoing	Discovery (Virtual and face to face)	Smarter Working - Team plan activities	Future ways of working Learnings from Covid Optimum collaboration for customer focus	People Managers
Winter 2021 - 2022	Discovery (Virtual and face to face)	Frontline CR&D and workerstyle engagement	Improve engagement and Communication for frontline colleagues	Frontline Staff
Ongoing	Discovery (Virtual and face to face)	Capability Framework- Job families - mandatory training	Tailoring our learning offer Maximising relevance and take-up	People Managers (initially)
Ongoing	Trade unions	weekly DUE meeting; consultation on paper	Partnership working and workforce feedback	TU colleagues
Ongoing	Staff working groups	Equalities, Diversity & Inclusion	Mainstreaming of Equalities	Equality Ambassadors Network: currently 81 employees ED&I Working Groups: currently 27 employees
Ongoing	Staff working groups	Digital	Digital Skills Learning techniques Readiness for change	334 Digital Champions
Ongoing	Staff working groups	Mental Health and Wellbeing	Colleague wellbeing	80 MH First Aiders

			Self-managed teams Reducing stigma	
Ongoing	Staff working groups	Climate Change	Learning techniques Readiness for change	67 Green Champions
July 22	Virtual - discovery	Leadership and Management Programme- shape the management development programme	Co-creation, Leadership & Management Development	People Managers
July 22	Virtual - discovery	People Development- job families / capability framework	Career pathways Internal Development Tailored Employee Engagement	People Managers (70+ involved)
September 22	Face to Face - informal	Equalities, Diversity & Inclusion - updates from ED&I streams / information sharing / development of equality ideas	Equalities, Diversity & Inclusion, Self-managing teams Guiding Principles Co-creation Employee Voice	20 staff attended
October 22	All-manager survey	Workforce delivery plan	Evaluation form re LF sessions including request to feedback on their burning workforce issue, to inform strategy.	600 Leadership Forum Members
October 22	Feedback - MS Forms	Star Awards - Feedback on event/future events	Employee Recognition Employee Engagement Guiding Principles Co-creation Employee Voice	Any staff – 50 responses
October/ November 2022	SMT meetings	Smarter Working – within each Cluster	Future of work Learning from Covid Customer Focus	People Managers (45)

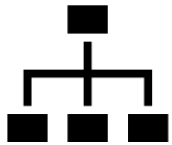
November 22	Face to face - informal	Equalities and Diversity	Equalities, Diversity & Inclusion, Self-managing teams Guiding Principles Co-creation Employee Voice	All staff involved working groups and events and communications
Summer 22 – Jan 23	Informal and formal consultation	Aberdeen City Health & Social Care Partnership	Aligning workforce plans	Senior Team
November 22 and ongoing	Informal and formal meetings	Transformation Board	Feedback and alignment to TOM 1.2 and other enabling strategies	Chief Officers and Director
November	Meeting	CMT	Alignment to wider priorities	CMT
December 22	Circulated for feedback	Risk Board	Coverage as part of wider agenda to address and mitigate workforce risk around capability and capacity. More in depth discussion to take place In January	Risk Board
December / January 23/24	Face to face	Workforce delivery plan	Employer needs and wants; increasing inclusivity and diversity	ED&I Working Groups
December / January 23/24	Face to face / virtual	Workforce delivery plan	Employer needs and wants	Young Employee Network
January 23/24 and ongoing	Face to face / virtual	Workforce delivery plan	Needs and wants of future employers	Selection of young people from schools

As described in the body of the report, engagement and feedback will continue with stakeholders including staff, trade unions, partners and members of the community as we develop and implement the projects outlined in the delivery plan.

APPENDIX B – Workforce Delivery Plan

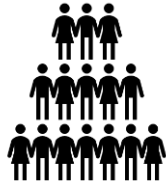
Our Levers for delivery of our Strategic Outcomes

In order to deliver against the workforce strategic outcomes outlined in TOM 1.2, the following section breaks down our planned activities into five key areas of work, along with specific objectives. These are:



Right Structures

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



Right People

Building our capacity through attracting, recruiting, moving talent



Right Skills

Building capability through awareness, desire, knowledge and ability



Right Place

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



Right Support

Supporting employees to thrive, personally and professionally

Right for everyone – As we deliver our interventions we will utilise and review engagement, feedback and success measurements to determine the inclusivity and the impact of our work against our intended outcomes and will adapt our approaches where needed

Right Structures: setting up our council in a way that supports our aspirations

Strategic Objectives	2023/24	2024/25	2025/26 +
1. Organisational design principles are in place that ensure flat structures and empowered colleagues; embed 'digital first'; reduce demand through early intervention and prevention and focus on our customer	x	x	
2. Policy review principles are in place that embed early intervention and prevention; take radical action to embed equality, diversity and inclusion and reflect our Employer Equality Outcomes and enshrine co-creation	x	x	
3. Governance systems are in place that mean people are not impeded by hierarchy and are empowered within our structures to take decisions at the lowest appropriate level	x	x	

4. Employee engagement activities within an annual plan that foster participation, innovation, co-creation and empowerment; capture diverse employee voices and ensure frontline colleagues are valued and listened to	x	x	x
5. People Process review principles in place that digitize internal HR customer access and increase self-service whilst fully considering equality, diversity and inclusion and other impacts		x	
6. Industrial relations are based on positive working relationships with our recognized Trade Unions and have mutual respect at their core	x	x	x
7. Job profiles are visible, accessible and consistent, with accessible language		x	x

Right People: Building our capacity through attracting, recruiting, moving talent

Strategic Objectives	2023/24	2024/25	2025/26 +
1. Aberdeen City Council is seen and promoted as an employer of choice that attracts a diverse workforce where everyone feels valued. <ul style="list-style-type: none"> • Visibility of jobs through social media and community interaction including schools • Development of broader partnerships with third sector and others for employability within diverse groups 	x	x	
2. The movement or recruitment of talent is intelligence-led, planned as talent-pipelines and; connected to shifting demands that aligns to our LOIP outcomes relating to employability; is linked to our approaches for workforce planning and internal career progression and is tailored by job family; addresses areas of occupational segregation and underrepresentation, including in leadership positions <ul style="list-style-type: none"> • Engage in further employability schemes • Relief pools • Workforce plans enable talent pipeline planning on an annual basis • Flexible job roles • Use of community volunteers 	x x	x x	x x
3. Our approach to recruitment and selection is best practice, streamlined, understood and transparent and it utilises a range of assessment tools together with competency-based	x	x	x

Strategic Objectives	2023/24	2024/25	2025/26 +
interview techniques; is inclusive, addresses unconscious bias and barriers and includes positive action initiatives where they are most needed			
4. Career Pathways are clear, structured, visible, inclusive and available and attract and support young people entering our workforce, our data shows sustained improvement in demographics; proactively enabling employees to progress their careers with ACC <ul style="list-style-type: none"> Expand re.cr.uit scheme to enable the career progression scheme element and increased use of alternative duties Commence ABZ Campus Employability Pathways Programme – with work experience placements with key hard to fill areas Increased number of Foundation Apprentices work placements over broader range of frameworks and increased range of Modern Apprenticeship opportunities Develop bespoke grow-our-own traineeships for professional roles which are hard-to-fill 	x	x x x	x x
5. Workforce Planning is in place for all clusters that clearly defines areas of focus based on data; utilises traineeships, apprenticeships and grow your own schemes for key hard-to-fill roles and targets areas of occupational segregation and supports groups of under-represented staff to be able to progress within the organisation		x	x
6. Employees feel valued and committed to Aberdeen City Council via a Strategic Reward and Recognition approach			x
7. Roles in the organisation will be grouped according to their typical demands and workstyles as 'job families'	x	x	

Right Skills: Building awareness, desire, knowledge and ability

Strategic Objectives	2023/24	2024/25	2025/26 +
1. Employees are aware of the purpose and strategic priorities of Aberdeen City Council, understand why they are necessary, and feel connected and committed to the direction of travel through communications and engagement which is relevant to them in their role <ul style="list-style-type: none"> Communications and engagement plan in place for the year Ideas Hub utilised to garner widespread employee ideas 	x x	x x	

<ul style="list-style-type: none"> Frontline “Digital Awareness Days” Roadshows completed across services Clusters’ Organisational Structures are able to be shown pictorially for anyone, including relevant systems and networks in line with these Principles 	X	X	X
<p>2. People change is done in accordance with best practice, excellent communication and engagement is at the heart of how we work with colleagues through change</p> <ul style="list-style-type: none"> Our change management approach and toolkit hub launched Management development around Change 	X X	X	
<p>3. A capability framework that is tailored to our key Job Families that provides clarity; embeds strategic goals such as digital transformation, climate change awareness and equality, diversity and inclusion.</p>	X		
<p>4. All employees have the opportunity and access to personal and professional development through delivery of workforce learning and development that is tailored to job roles and job families and their access needs; makes use of emergent technology and best practice delivery and exemplifies ACC as a learning organisation.</p>	X	X	X
<p>5. People Managers and leaders are confident and competent, supported and enabled through a leadership and management development framework, with coaching at the heart</p> <ul style="list-style-type: none"> Aspiring Leaders Programmes Inspiring Leaders Programme People Management Programme Accelerator Programmes Coaching network launched and coaches / coachees in progress 	X X X X X	X X X X X	X X X X X
<p>6. A mentoring scheme and a coaching network are in place that support colleagues’ development</p>	X	X	X

Right Place: Working where and when is best for the work and the customer

Strategic Objectives	2023/24	2024/25	2025/26 +
1. Smarter working guidance is updated to reflect learning from the pandemic, Scottish Government guidance to enable hybrid working and use of digital tools; ensures we have our customers’ needs at the heart and enables the trial of innovative ways of working.			

<ul style="list-style-type: none"> Guidance refreshed Trial of 4 day working weeks and other innovative patterns of work 	X	X	X
2. Our workplaces are reconfigured to take account of changing working practices	X	X	
3. Our digital workplace ensures online collaboration is effective through use of digital tools and the ability of staff to use them	X	X	X

Right Support: enabling employees to thrive, personally and professionally

Strategic Objectives	2023/24	2024/25	2025/26 +
1. A refreshed performance appraisal, 1:1 and feedback approaches that enable quality feedback, coaching at the heart of management and peer conversations and a focus on team performance as well as individual and that works for our frontline colleagues: <ul style="list-style-type: none"> Refreshed appraisal based on feedback 1:1 template and guidance launched and progress supported 360 degree feedback approach 	X X	X X	X
2. Aberdeen City Council is a supportive, caring employer that provides a range of mental health and wellbeing interventions and support; supports staff through the cost of living crisis; recognizes and supports work/life balance and enables individuals to remain in work or return to work effectively: <ul style="list-style-type: none"> Launch of ED&I Hub Ongoing comms and engagement with frontline staff in place to ensure council wide accessibility to support Mental health first aider network expanded and champions utilised Reasonable adjustment passports and temporary alternative duties rolled out Family friendly policy review including paternity and shared parental leave provision 	X X X X	X X X	
3. Support is provided to managers and employees, to reduce absence levels across the organisation and that ensures employees are supported through a range of resources and interventions to remain in work whenever possible and that is beneficial to them; allows support to be targeted to the areas of highest need			

<ul style="list-style-type: none"> Improvement project terms of reference and plan reported to Performance Board; People & Organisational Development Advisor attendance at SMTs on quarterly basis in place; Absence data dashboard access shared with Service Managers Review of provisions, uptake and efficacy of Occupational Health and Employee Assistance Programme contracts 	<p>X</p> <p>X</p>	<p>X</p>	
<p>4. Aberdeen City Council understands its diversity needs and responsibilities and meets its statutory obligations relating to Equality Diversity and Inclusion (ED&I)</p> <ul style="list-style-type: none"> Diversity data is collated in line with best-practice and Scottish Government guidance and is monitored, analysed, reviewed and, where relevant, published regularly and targeted interventions applied where required – mainstreaming progress and main report published; Disability and Ethnicity pay gaps published As an employer, Aberdeen City Council signs up to and works towards relevant pledges, accreditations and commitments to provide frameworks and accountability around ED&I such as Disability Confident, Equally Safe at Work, Menopause Workplace Pledge, Pregnancy Loss Pledge, Public Sector Joint Commitment to Anti-Racism in Employment and the Armed Forces Defence Employer Recognition Scheme. Work closely with employees across the organisation and partners in undertaking inclusion activities and “whole system” reviews and interventions from an ED&I perspective (e.g. working closely with colleagues in Education and Early Intervention and Community Empowerment) New Equality Outcomes set Refreshed ED&I action plan to deliver Equality Outcomes Disability confident scheme renewal 	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>
<p>5. Employee Networks are in place that provide communities of common interest with collective support that support a diversity of voices that build powerful collective action:</p> <ul style="list-style-type: none"> Create “alumni” style groups – communications, ongoing learning, benefits, shared learning and development, ongoing involvement and engagement Support the expansion of networks across the organisation including a focus on ED&I, mental health and wellbeing and frontline engagement 	<p>X</p>	<p>X</p>	