

## ABERDEEN CITY COUNCIL

---

**COMMITTEE:** Budget Monitoring Board

**DATE:** 27 March 2009

**DIRECTOR:** Deirdre Robertson

**TITLE OF REPORT:** Corporate Revenue Investment Fund

---

### 1. PURPOSE OF REPORT

To provide Elected Members with the detailed proposed utilisation of the Corporate Revenue Investment Fund, 2009/10.

### 2. RECOMMENDATION(S)

The Board is asked to:-

Approve the proposed utilisation of the Corporate Revenue Investment Fund (see Appendix A)

### 3. FINANCIAL IMPLICATIONS

The Council at its budget setting meeting on 12 February 2009 agreed to establish an Investment Fund. It was agreed that a sum of £1.896m would be set up as a Corporate Revenue Investment Fund for the financial year 2009/10.

### 4. SERVICE & COMMUNITY IMPACT

The City Council will operate within overall revenue control mechanisms laid down by the Scottish Government as well as recommended accounting practice and policies in accordance with the Accounting Code of Practice.

The commitments identified in Appendix A all aim to assist in the delivery of the Community Plan, Single Outcome Agreement and Vibrant, Dynamic and Forward Looking (VD&FL).

### 5. OTHER IMPLICATIONS

**Health & Safety:** To achieve compliance with current Health & Safety requirements, the Council will have to invest adequately in its asset base. However, there is currently no direct impact from this report.

**Risk Management:** The continuation of close budgetary control will ensure that the Council will operate within the revenue budget set by Council on 12 February 2009. Further, to agree to the recommended commitments the Council will be able to demonstrate delivery of the Community Plan and Vibrant, Dynamic and Forward Looking.

**Social** : Significant improvement expected to social work services and outcomes.

**Economic:**

## 6. REPORT

### Background

- 6.1 The Council at its budget meeting on 12 February 2009 set a Corporate Revenue Investment Fund, with the aim of assisting in the successful delivery of service improvements, Community Plan and Vibrant, Dynamic and Forward Looking.
- 6.2 The Corporate Revenue Investment Fund created was for £1.896 million. The Corporate Management Team (CMT) are responsible for conducting a strategic allocation, which is detailed in this report; this allocation is now presented to the Budget Monitoring Board for their approval; thereafter the officers whose requests for funding are approved are the responsible and accountable office for the utilisation and recording of the utilisation of those monies.
- 6.3 The criteria used by CMT in reviewing the proposed use of the Fund are as follows:
- delivery of an agreed budget saving
  - delivery of requirement of Single Outcome Agreement
  - delivery of a specific Corporate Improvement Plan agreed activity, be that at the corporate level or within a Service (this includes preparation for forthcoming Inspections and responding to Inspection outcomes)
  - achievement of proven and measurable performance improvement, with target set against national and / or professional best practice
  - achievement of an improvement stemming from self assessment of actual service standards compared to known best practice
  - utilisation of technology or other means of achieving proven and measurable efficiency, with target achievement set against national and / or professional best practice
- 6.4 The process for allocating the Fund has this year been conducted on there being one allocation for the entire financial year. Also that the timing of this allocation is prior to the start of the financial year to enable a prompt start to the delivery of the improvement and / or budget savings the investment will support.
- 6.5 The proposed utilisation of the Corporate Revenue Investment Fund is detailed in Appendix A.

- 6.6 Of the £1.896m allocated to the Fund, the proposed utilisation will see £1,757,353 of the total Fund allocated ready for use from the start of the financial year.

**7. AUTHORISED SIGNATURE**

Deirdre Robertson, Corporate Director for Continuous Improvement  
deirobertson@aberdeencity.gov.uk, tel: (52) 2360

A handwritten signature in black ink, appearing to read 'Deirdre Robertson', written over a faint, illegible background.

**8. REPORT AUTHOR DETAILS**

Rhona Atkinson, Head of Service Design and Development,  
[ratkinson@aberdeencity.gov.uk](mailto:ratkinson@aberdeencity.gov.uk); tel: (52) 2899

**9. BACKGROUND PAPERS**

**Investment Fund****Total Fund 2009/10****1,896,000****Environment and Infrastructure**

|   |        |
|---|--------|
| Facilities Management Restructure               | 25,000 |
| Catering Services - Best Value review           | 35,000 |
| Fleet services - Business Analyst               | 15,000 |
| Driver training - Business Analyst              | 10,000 |
| Waste Programme Coordinator                     | 30,000 |
| Routing System for Waste Collection - design of | 80,000 |
| Route Optimisation - Business Analyst           | 25,000 |
| Operations Review - Project Coordinator         | 25,000 |

**Total for Environment and Infrastructure 245,000****Social Work**

|                                 |        |
|---------------------------------|--------|
| Commissioning of Consultants    | 62,500 |
| Specialist Care Management      | 80,000 |
| Project Manager                 | 59,450 |
| Social Work Information Officer | 20,500 |

**Total for Social Work 222,450****Culture & Learning**

|  |         |
|--|---------|
| School Estate Strategy - implementation  | 110,000 |
| INEA 2 & Performance Mgt - Project Support   | 30,000  |
| Curriculum for Excellence - Project Officers   | 90,000  |
| Project Capacity - Community Hubs; Linx Arena; Bookings & Lettings; Secondary Reviews; | 120,000 |

**Note: 24 month delivery period****Total for Culture & Learning 350,000****Strategic Leadership**

|  |        |
|--|--------|
| Carbon Trust Standard                      | 8,000  |
| Water savings through intelligent controls | 22,753 |

**Total for Strategic Leadership 30,753****Resources Management**

|  |         |
|--|---------|
| Equal Pay and Modernisation - Implementation | 50,000  |
| Equal Pay & Modernisation - Appeals          | 40,000  |
| Redeployment team                            | 56,150  |
| Bank reconciliation                          | 48,000  |
| Accountancy Support - additional             | 160,000 |
| e-Procurement                                | 50,000  |

|   |         |                  |
|---|---------|------------------|
| Management Accountant - Financial Recording | 50,000  |                  |
| <b>Total for Resources Management</b>       |         | <b>454,150</b>   |
| <b>Continuous Improvement</b>               |         |                  |
| Efficiencies Programme - backfill           | 250,000 |                  |
| ICT Technology Specialist Support           | 80,000  |                  |
| ICT Technical Writer                        | 30,000  |                  |
| ICT Options (Phase 1)                       | 15,000  |                  |
| ICT Options (part Phase 2)                  | TBC     |                  |
| Resident Survey                             | 30,000  |                  |
| Key Account Management                      | 10,000  |                  |
| Broadcast Briefings                         | 40,000  |                  |
| <b>Total for Continuous improvement</b>     |         | <b>455,000</b>   |
| <b>Total Bids</b>                           |         | <b>1,757,353</b> |
| <b>Over / (Under) allocation</b>            |         | <b>(138,647)</b> |

**Note:** no bids were submitted from Housing and Community Safety as their investment financing needs will be met from HRA

## Corporate Investment Fund Bids – Environmental and Infrastructure

| Title                             | Description   | Amount | Criteria Requirements<br>What are the Outcomes of this investment (give specific details on £ under budgets)  | Business Case Status | Lead officer |
|-----------------------------------|---|--------|---|----------------------|--------------|
| Facilities Management Restructure | <p>The restructuring of the Facilities Management Service requires to be implemented quickly over the 15 weeks from 16th March to end of June to ensure that the staff involved are fully aware of their roles and responsibilities in time for the schools returning in August. To this point staff have been heavily involved in the development of and appraisal of options. As most of the staff involved work part time their contributions have been supported through the 08/09 investment fund paying for extra hours etc.</p> <p>In order to ensure that processes and procedures are mapped and amended to reflect more efficient work practices and the new structure it is proposed to use the same approach (i.e. staff involvement ensured through payment for additional hours worked) to ensure that all knowledge is captured.</p> | £25k   | <p>Delivery of an agreed budget saving</p> <ul style="list-style-type: none"> <li>• F1 – Facilities management restructuring £150k (but overall £1M)</li> </ul> <p>Requirement of SOA</p> <ul style="list-style-type: none"> <li>• No.15 Our public services are high quality, continually improving, efficient and responsive to local people's needs.</li> </ul> <p>Delivery of Service Improvement Plan</p> <ul style="list-style-type: none"> <li>• SIP 6.1 Examine key business processes to increase efficiency and productivity</li> <li>• SIP 3.3 Production of smaller, more efficient and flexible workforce</li> </ul> | Attached             | Hugh Murdoch |

## Corporate Investment Fund Bids – Environmental and Infrastructure

|  |   |             |   |                 |                     |
|--|---|-------------|---|-----------------|---------------------|
| <p>Best Value Review Support – Catering Services</p> | <p>The review of Facilities Operations has identified the need to move on quickly with an overall review of catering services across the Council. A mix of practices, guidance and management structures exist and there is a need to demonstrate that the services currently provided continue to provide best value. The service review, if it is to meet the timescales recommended to the Resources Management Committee will be completed by end of this year which will provide possible options for further efficiencies and budget savings. There is also the potential that this project would provide further opportunity for a shared service with another public sector body.</p> | <p>£35k</p> | <p>Delivery of an agreed budget saving</p> <ul style="list-style-type: none"> <li>• F1 – part of Facility Redesign £1,500k</li> </ul> <p>Requirement of SOA</p> <ul style="list-style-type: none"> <li>• No.15 Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</li> </ul> <p>Delivery of Improvement Plan</p> <ul style="list-style-type: none"> <li>• SIP 3.3 Production of smaller, more efficient and flexible workforce</li> <li>• SIP 6.1 Examine key business processes to increase efficiency and productivity</li> </ul> | <p>Attached</p> | <p>Hugh Murdoch</p> |
| <p>Business Analyst - Fleet Services</p>             | <p>This resource would be utilised in identifying inefficiencies within fleet operations of frontline services to achieve the budget saving of 5%. They would review the usage, fuel usage, and identify any training need for better driving practices. They would also review the opportunities for sharing of vehicles and plant within the Council and with partners in Aberdeenshire.</p>  | <p>£15k</p> | <p>Delivery of an agreed budget saving</p> <ul style="list-style-type: none"> <li>• W8 – Fleet Redesign £300k</li> </ul> <p>Requirement of SOA</p> <ul style="list-style-type: none"> <li>• No.14 Reduce the local and global environmental impact of our consumption.</li> <li>• No.15 Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</li> </ul> <p>Delivery of Improvement Plan</p> <ul style="list-style-type: none"> <li>• SIP 6.1 Examine key business processes to increase efficiency and productivity</li> </ul>        | <p>Attached</p> | <p>Hugh Murdoch</p> |
| <p>Business</p>                                      | <p>This resource would be utilised to develop a</p>   | <p>£10k</p> | <p>Delivery of an agreed budget saving</p>  | <p>Attached</p> | <p>Hugh</p>         |

## Corporate Investment Fund Bids – Environmental and Infrastructure

|                              |   |      |   |          |              |
|------------------------------|---|------|---|----------|--------------|
| Analyst – Driver Training    | detailed business case supporting the creation of a joint driver training team for both ACC and Aberdeenshire. This has been recommended from the shared services project and is an opportunity for savings in future year budgets through reduced incidents, accidents, vehicle damage and repairs, insurances and better fuel efficiency.   |      | <ul style="list-style-type: none"> <li>• Savings potentially in excess of £100000 in a full year.</li> </ul> <p>Requirement of SOA</p> <ul style="list-style-type: none"> <li>• No.14 Reduce the local and global environmental impact of our consumption.</li> <li>• No.15 Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</li> </ul> <p>Delivery of Improvement Plan</p> <ul style="list-style-type: none"> <li>• SIP 1.8 Link to partner organisation, shared services</li> </ul>   |          | Murdoch      |
| Waste Programme Co-ordinator | <p>This resource would provide an overall co-ordination role for the various `strands of the project to ensure that resources were being deployed at the right time and where there was slippage how it could be recovered or what impact it was having on the remainder of the tasks.</p> <p>The Transformation of Waste is a project with costs in excess of £100M and involved a considerable number of staff leading on various strands of work. Currently the task of overseeing this project is sitting with a group of staff with insufficient capacity to ensure overall delivery and adjustments when necessary.</p> | £30k | <p>Delivery of an agreed budget saving</p> <ul style="list-style-type: none"> <li>• The potential overall saving is £75-100m in 5years</li> </ul> <p>Requirement of SOA</p> <ul style="list-style-type: none"> <li>• No.14 Reduce the local and global environmental impact of our consumption.</li> <li>• No.15 Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</li> </ul> <p>Delivery of Improvement Plan</p> <ul style="list-style-type: none"> <li>• SIP 6.1 Examine key business processes to increase efficiency and productivity</li> <li>• SIP 3.3 Production of smaller, more efficient and flexible</li> </ul> | Attached | Hugh Murdoch |



## Corporate Investment Fund Bids – Environmental and Infrastructure

|   |   |      |  |          |              |
|---|---|------|--|----------|--------------|
|   |   |      | workforce  |          |              |
| Design of Efficient Vehicle Routing System for Waste Collection | <p>This resource would be utilised to develop efficient vehicle routings for waste collection with the roll out of food waste collection, alternate weekly collection of recyclate and residual waste, morning collection of trade waste especially in the city centre and ultimately a co-mingled collection of all recyclate in 2011.</p> <p>The concept would be to develop routings using software to optimise efficiency and to link the routings to existing operational software (Confirm, Lagan, GPS)</p> | £80k | <p>Delivery of an agreed budget saving</p> <ul style="list-style-type: none"> <li>• Savings potentially in excess of £100000 in a full year</li> </ul> <p>Requirement of SOA</p> <ul style="list-style-type: none"> <li>• No.14 Reduce the local and global environmental impact of our consumption.</li> <li>• No.15 Our public services are high quality, continually improving, efficient and responsive to local people's needs.</li> </ul> <p>Delivery of Improvement Plan</p> <ul style="list-style-type: none"> <li>• SIP 7.1 Determine Programme of efficiency change links to Efficiency Projects (CRM, Confirm, ESD and Infosmart)</li> <li>• SIP 8.2 Comprehensive Database compiled (data for Confirm system)</li> </ul> | Attached | Hugh Murdoch |
| Business Analyst – Route Optimisation                           | <p>This resource would be utilised to prepare Environmental Services route optimisation. Review and analyse current date and produce optimum routing for both grounds maintenance and street cleansing vehicle utilisation. This will create efficiencies within the service and economies of scale that will prepare the service for market testing.</p>   | £25k | <p>Delivery of an agreed budget saving</p> <ul style="list-style-type: none"> <li>• ES5 – Grounds Service Review £482K</li> <li>• ES7 – Restructure of Environmental Services £250</li> <li>• ES8 – Street Sweeping Service Review £100K</li> </ul> <p>Requirement of Single Outcome Agreement</p>   | Attached | Norrie Steed |

## Corporate Investment Fund Bids – Environmental and Infrastructure

|   |   |      |  |          |              |
|---|---|------|--|----------|--------------|
|   |   |      | <ul style="list-style-type: none"> <li>• No. 12 enjoy, protect our built and natural environment.</li> <li>• No 14 Reduce carbon footprint.</li> <li>• No 15 Cost Effective Services.</li> </ul> <p>Delivery of Service Improvement Pan</p> <ul style="list-style-type: none"> <li>• SIP 6.1 Examine key business processes to increase efficiency and productivity.</li> <li>• SIP 3.3 Production of smaller, more efficient and flexible workforce.</li> </ul> <p>Spend to save projects.</p>  |          |              |
| Project Coordinator – Operations Review | To carry out a review of service criteria and spend attributed to overtime payments. Review and redesign routes and shifts to create efficiencies, economies of scale and in cognizance of the 24/7 culture. This will prepare the service for market testing and provide added value for the citizens of Aberdeen. | £25k | <p>Delivery of an agreed budget saving</p> <ul style="list-style-type: none"> <li>• ES5 – Grounds Service Review £482K</li> <li>• ES7 – Restructure of Environmental Services £250</li> <li>• ES8 – Street Sweeping Service Review £100K</li> </ul> <p>Requirement of Single Outcome Agreement</p> <ul style="list-style-type: none"> <li>• No. 12 enjoy, protect our built and natural environment.</li> <li>• No 14 Reduce carbon footprint.</li> <li>• No 15 Cost Effective Services.</li> </ul> <p>Delivery of Service Improvement Pan</p> | Attached | Norrie Steed |

## Corporate Investment Fund Bids – Environmental and Infrastructure

|  |  |  |   |  |  |
|--|--|--|---|--|--|
|  |  |  | <ul style="list-style-type: none"><li>• SIP 6.1 Examine key business processes to increase efficiency and productivity.</li><li>• SIP 3.3 Production of smaller, more efficient and flexible workforce.</li></ul> <p>Spend to save projects</p> |  |  |
|--|--|--|---|--|--|

### Corporate Investment Fund Bids – Culture and Learning

| Title                          | Description  | Amount | <b>Criteria Requirements</b><br>What are the Outcomes of this investment?<br>(give specific details on £ under budgets)           | <b>Business Case Status</b>     | <b>Lead officer</b> |
|--------------------------------|--|--------|---|---------------------------------|---------------------|
| Commissioning of Consultants   | Purchase of specialist Learning disability commissioning and contracting for high cost care packages.  | 62,500 | Achieving budget savings.   | To follow                       | Murray Leys         |
| Learning Disability Task Force | Cost of buying specialist care management for Learning Disabilities and Supporting People.   | 80,000 | Achieving budget savings.   | To follow                       | Murray Leys         |
| Project Manager                | Retain the position of the Joint Future Service Manager (Provision) as developing cost effective project management in Adult Services in 2009/10.<br><br>There is a risk that if not funded some of the planned future work may not be able to be undertaken or completed speedily, thus reducing efficiencies and improved service delivery | 59,450 | Strategic fit with corporate priorities :<br>Best Value; Budget Reductions;<br>Customer Focused Services; The Vision for the City | Been provided to Rhona Atkinson | Liz Taylor          |

### Corporate Investment Fund Bids – Culture and Learning

| Title                           | Description   | Amount | <b>Criteria Requirements</b><br>What are the Outcomes of this investment?<br>(give specific details on £ under budgets)  | <b>Business Case Status</b> | <b>Lead officer</b> |
|---------------------------------|---|--------|--|-----------------------------|---------------------|
| Social Work Information Officer | To fund a full time post for up to 12 months (internal secondment or agency staff) to develop a Performance Information Framework within Social Work Services. This includes the need to identify and provide information required by Heads of Social Work Services, Social Work Management Teams and Strategic Development on the impact of current policies and practice. | 20,500 | The development of the framework will evidence Statutory reporting needs including the Single Outcome Agreement where appropriate, and satisfy recommendations by SWIA and HMIE. | To follow                   | Trevor Gillespie    |

## Corporate Investment Fund Bids – Culture and Learning

| No | Title   | Description  | £     | Criteria Requirements<br>What are the Outcomes of this investment (give specific details on £ under budgets)   | Business Case Status | Lead officer |
|----|---|--|-------|--|----------------------|--------------|
| 1  | Resource for Implementation of School Estate Strategy | <p>1 x Project Manager (Technical) (pending decision on Non Housing Capital Budget in May 09). (£60K)</p> <p>1 x Project Officer: To provide specialist advice on education requirements. (50K)</p> <p>If not approved, work is delayed until a resource is secured and would impact on proposed Budget Savings (2010/11).</p>   | £110K | <p><u>Delivery of an agreed budget saving</u><br/>L07 School Estates Strategy 2010/11 = £1m<br/>L05 Reduction in overall staff costs for new combined schools</p> <p><u>Requirement of SOA</u><br/>4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens<br/>Improve attainment across city schools</p> <p><u>Delivery of Improvement Plan</u><br/>To prepare robust plans for rationalising the school estate and thereby achieving efficiencies in the medium term</p> | Complete             | Rhona Jarvis |
| 2  | Project support for INEA2 & Performance Management    | <p>To employ a Project Officer to support the Strategist (PM &amp; QA) in preparing for INEA2, and Inspection follow-throughs and to speed up the process to enhance performance management systems throughout Culture &amp; Learning Service. In particular this role will:</p> <ul style="list-style-type: none"> <li>✓ Assist in the development and roll out of performance management systems across C&amp;L</li> <li>✓ Develop e-evidence base for BV and INEA2 follow-throughs and work with colleagues to ensure C&amp;L best practice is accurately represented</li> <li>✓</li> </ul> | £30K  | <p><u>Delivery of Improvement Plan</u><br/>Progress report schedule for the next Continuous Improvement Committee Agreement with HMle to provide inspection resource as a capacity to work alongside the in-house service for targeted improvements</p> <p><u>Other</u><br/>VDFL</p>   | Complete             | Sarah Gear   |

## Corporate Investment Fund Bids – Culture and Learning

| No | Title  | Description  | £    | Criteria Requirements<br>What are the Outcomes of this investment (give specific details on £ under budgets)  | Business Case Status | Lead officer |
|----|--|--|------|---|----------------------|--------------|
| 3  | Project Officers (Curriculum for Excellence) | <p>The implementation of the Curriculum for Excellence across our Learning Services is one of the key strategic priorities in the Culture and Learning Service. This new curriculum will affect every child in the city and will provide a modern flexible learning experience that will better equip young people for living in the 21<sup>st</sup> Century. It is considerable in scale and requires a significant level of support. Although all learning staff will be focussed on implementing the new curriculum, there is a requirement for project officers to lead key developments in Literacy, Numeracy and Health and Wellbeing.</p> <p>£90,000 is requested. This will be used to bring experienced practitioners from schools into the centre in order to develop key programmes of work around literacy, numeracy, health and wellbeing. These will be short-term, focused projects to provide a city-wide resource. Budget will be used to provide teaching cover for the school so that the teacher can be released. This will be based on the average teacher relief rate of £150 per day. Therefore, this budget will provide 600 days of development capacity to be divided across the key priority areas.</p> | £90K | <p><u>Delivery of an agreed budget saving</u><br/>Investment at this time will enable planned savings to be made in the central support teams within culture and learning. It will enable project capacity to be retained to meet the demands of this initiative.</p> <p><u>Requirement of SOA</u><br/>SOA3 - We are better educated, more skilled and more successful, renowned for our research and innovation.<br/>SOA4 - Our young people are successful learners, confident individuals, effective contributors and responsible citizens.<br/>Curriculum for Excellence is the key vehicle to deliver these outcomes, in particular SOA4</p> <p><u>Delivery of Improvement Plan</u><br/>This is a key development for improving learning and teaching in all our schools</p> | Complete             | David Leng   |

## Corporate Investment Fund Bids – Culture and Learning

| No | Title                   | Description  | £     | Criteria Requirements<br>What are the Outcomes of this investment (give specific details on £ under budgets)  | Business Case Status | Lead officer                      |
|----|-------------------------|--|-------|---|----------------------|-----------------------------------|
| 4  | <b>Project Capacity</b> | <p>Existing project capacity within Culture &amp; Learning Service is limited and is fully committed on priority work. A number of priority projects are currently not progressing, even though two below have deadlines attached. If the following bids are approved the work will take place.</p> <ul style="list-style-type: none"> <li>Community Hubs (£15K)</li> <li>Linx Arena (£40K)</li> <li>Bookings &amp; Lettings (£15K)</li> <li>Secondary Review £50K)</li> </ul> <p><b><u>Total time 24 months.</u></b></p> <p>Once funding agreed we would liaise with HR to find the best solution to resource this project capacity but in the first instance consider Secondment opportunities.</p> <p><b>Community Learning Hubs –</b><br/>Set time scale 3 months with June deadline for completion</p> <p>To employ a Project Officer for three months to support the development of Community Learning Hubs within the City including the production for Committee approval of a detailed, timed implementation plan for this policy, including how 2009/10 budget savings will be achieved.</p> | £120K | <p><b><u>Community Learning Hubs:</u></b><br/><u>The implementation of the Community hubs policy is part of the 2009/10 library savings_C6</u> – Additional Savings to be found arising from the proposal to close libraries which was not progressed</p> <p><u>Requirement of SOA</u> The Community Learning Hubs impacts on 11 of the SOA and these are detailed in the Service Plan. It related to_No 13 We take part in a strong, fair and inclusive national identity<br/>Local SOA: To maintain and develop arts and heritage activities and venues which have a positive impact on the social, economic and cultural development of the City.</p> <p><u>Delivery of Improvement Plan</u> To implement the Community Centres review and the development of learning hubs within the City</p> <p><u>Other Delivery</u> of VDFL policy of community learning hubs.<br/>Reviews of CL&amp;D service, leased community centres and libraries service.</p> | Complete             | SMT<br><br><br><br><br><br><br>MA |



## Corporate Investment Fund Bids – Culture and Learning

|  |  |  |   |   |  |
|--|--|--|---|---|--|
|  |  | <p><b>Linx Arena –</b><br/>9 months with October deadline for completion (Continuation of current post)<br/>To employ a Project Officer for 9 months to fulfil the commitment given at Resource Management Committee in September 08 for a third party operator. In particular this role will:</p> <ul style="list-style-type: none"> <li>✓ Tender Exercise</li> <li>✓ Ensure refurbishment completed on time</li> <li>✓ New Operator in place</li> </ul> <p><b>Booking &amp; Lettings - 6 months</b><br/>A post to fulfil the commitment given at the Resource Management Committee for work to be undertaken to</p> <ul style="list-style-type: none"> <li>✓ consolidate disparate bookings,</li> <li>✓ lettings and charging policies</li> <li>✓ procedures to meet all requirements</li> <li>✓ Managing expectations of our customers.</li> </ul> <p>The review of the letting of educational establishments has been outstanding since 2000</p> <p><b>Secondary Review - 6 months</b><br/>To fulfil the commitment made to modernising management structures within secondary schools structures. Following approval by the Policy and Strategy (Education) Committee on the 3<sup>rd</sup> June 2008.<br/>The role will support the implementation of new structures and will include:</p> | <p>Development of neighbourhood working and service integration<br/>Culture Strategy: We will provide the people, spaces and support for creative activity.</p> <p><b>Linx Arena</b><br/><u>Delivery of an agreed budget saving</u> BSAVE 6A-9.10A – Linx Arena £600K</p> <p><u>Requirement of SOA13.</u> We take a pride in a strong, fair and inclusive national identity_Local: Deliver an increased number of significant sporting events and national/ international level venues in the City</p> <p><u>Delivery of Improvement Plan</u> To have a clear Sports Strategy approved by Council with clear standards and resources across the medium term</p> <p><u>Other</u> Delivers on all key objectives of the sports strategy</p> <p><b>Booking &amp; Lettings</b><br/><u>Delivery of an agreed budget saving</u><br/>Indirect link to L04 Facilities Savings</p> <p><u>Requirement of SOA</u><br/>SOA.13. We take pride in a strong, fair and inclusive national identity<br/>Local S.O.A Deliver an increased number of significant sporting events and national/ international level venues in the City</p> <p><u>Delivery of Improvement Plan</u><br/>To increase the activity amongst Aberdeen population and to measure this across age groups</p> <p><b>Secondary Review</b><br/><u>Delivery of an agreed budget saving</u> Continued budget pressure on secondary school staffing requires that management structures are streamlined delivering a modern and efficient service. Savings will be made in relation to ongoing reductions in school budgets.</p> <p><u>Requirement of SOA</u><br/>SOA3 - We are better educated, more skilled and more successful, renowned</p> | <p style="text-align: center;">GW</p> <p style="text-align: center;">DL</p> <p style="text-align: center;">DL</p> |  |
|--|--|--|---|---|--|

## Corporate Investment Fund Bids – Culture and Learning

|  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>✓ job sizing,</li> <li>✓ recruitment and selection</li> <li>✓ consultation with trade unions</li> <li>✓ Consistency of implementation between schools.</li> </ul> |  | <p>for our research and innovation. SOA4 - Our young people are successful learners, confident individuals, effective contributors and responsible citizens.<br/>SOA: No 4 Curriculum for Excellence</p> <p><u>Delivery of Improvement Plan</u></p> <ul style="list-style-type: none"> <li>• Improvement Plan 3ai Managing People</li> </ul> |  |  |
|--|--|--|--|--|--|--|

## Corporate Investment Fund Bids – Strategic Leadership

| Title  | Description  | Amount  | Criteria Requirements<br>What are the Outcomes of this investment<br>(give specific details on £ under budgets)   | Business Case Status | Lead officer |
|--|--|---------|---|----------------------|--------------|
| Carbon Trust Standard                            | <p>To achieve the Carbon Trust Standard. This is awarded to organisations that measure, manage and reduce their carbon footprint.</p> <p>This will not only encourage good practice in carbon management and reduction but will reduce the costs of participation in the Carbon Reduction Commitment. The Commitment is the new cap and trade legislation that will affect around 5000 organisations in the UK. ACC is required to take part from 2010, when there will be a fixed price tariff up to 2013 and then credits will be auctioned.</p> <p>To obtain the certification, it will cost £8,000 (fee for an Assessment against the Standard undertaken by independent third-party assessors.) It will result in significant savings of up to <b>£74,520 per annum</b> (based on 2002/03 Carbon Management Plan corporate emissions baseline). The reduction is based on those organisations able to demonstrate carbon reductions over a three year period. Those at the top of the table have the greatest financial advantage and eventually we may be in a position to gain income against our carbon reductions by selling our credits.</p> | £8k     | <p>Delivery of an agreed budget saving</p> <ul style="list-style-type: none"> <li>• Up to £74,5k</li> </ul> <p>Requirement of SOA</p> <ul style="list-style-type: none"> <li>• No 14 - We reduce the local and global environmental impact of our consumption and production.</li> </ul> <p>Delivery of Improvement Plan</p> <ul style="list-style-type: none"> <li>• No 2 SL - Reduce the local and global environmental impact made by Aberdeen City and Aberdeen City Council</li> </ul> | Complete             | Amy Smith    |
| Water saving through use of intelligent controls | <p>To install intelligent controls to urinals in 76 Council owned public buildings. This will reduce water usage and hence reduce water costs by approximately £47,000 per year, based on current water prices.</p> <p>A pilot was carried out 2 years ago, following an evaluation of a range of products. The same product</p>   | £22,753 | <p>Delivery of an agreed budget saving</p> <ul style="list-style-type: none"> <li>• Essential to achieving 2009/10 and beyond revenue savings.</li> <li>• Will reduce water usage and hence reduce water costs by approximately £47,000 per year, based on current</li> </ul>   | Complete             | Janice Lyon  |

## Corporate Investment Fund Bids – Strategic Leadership

|  |  |  |  |  |  |
|--|--|--|--|--|--|
|  | <p>used in the pilot is recommended to be used in the roll out of this water saving programme.</p> <p>If approved the recommended work could be completed by the end of April 2009 so maximising the savings in the 09/10 financial year.</p> <p>The contractor is on the OGC list of approved companies and as such meet the requirement of achieving Best Value.</p> |  | <p>water prices.</p> <p>Requirement of SOA</p> <ul style="list-style-type: none"> <li>• No 14 - We reduce the local and global environmental impact of our consumption and production.</li> </ul> <p>Delivery of Improvement Plan</p> <ul style="list-style-type: none"> <li>• This bid meets the objective of the Corporate Improvement Plan to achieve budget savings on a “spend to save” basis.</li> </ul> |  |  |
|--|--|--|--|--|--|

## Corporate Investment Fund Bids – Resources Management

| Title                                      | Description   | Amount<br>£ | Criteria Requirements<br>What are the Outcomes of this investment?<br>(give specific details on £ under budgets)  | Business Case Status | Lead Officer    |
|--|---|-------------|---|----------------------|-----------------|
| Equal Pay & Modernisation – Implementation | To ensure project plan is completed and to implement EP&M pay rates from 1 May.<br>Need additional resources (Payroll/ SDD/ HR) – short term contractors/ overtime/ backfill arrangements/ transfers from other services.   | £50,000     | Will ensure that Equal Pay & Modernisation is delivered so the Council is in a robust position to defend EP&M claims (which could potentially be very expensive). | In preparation       | Ewan Sutherland |
| Equal Pay & Modernisation - Appeals        | To support move to next stage in EP&M process, eg staffing/servicing of Appeal Panels, including Appeals Chairpersons.<br>Senior Managers to service Appeals Panels on a rolling basis to spread workload but will need backfill arrangements to enable senior managers to be released under this process.  | £40,000     | Links to Corporate Improvement Plan action to improve staff morale & motivation.  | In preparation       | Ewan Sutherland |
| Redeployment Team                          | Funding required for additional team resource to mitigate any risk of redundancy, particularly amongst those staff identified under Section 188 Notices, complying with legal obligations and responsibility for staff morale (eg encouraging an understanding amongst staff of the situation/necessary changes).<br><br>Three people were in the team last year and three more are required this year due to the volume of work - 2 x HR Assistants, 0.5 x Clerical Assistant. | 56,150      | Manages the HR implications from budget decisions for savings required by 31 March 2010.<br>Will help mitigate compulsory redundancy.                             | In preparation.      | Ruth Hepburn    |

## Corporate Investment Fund Bids – Resources Management

| Title                                       | Description  | Amount<br>£ | Criteria Requirements<br>What are the Outcomes of this investment?<br>(give specific details on £ under budgets)  | Business Case Status | Lead Officer |
|---|--|-------------|---|----------------------|--------------|
| Bank Reconciliation Work                    | Funding in place for this year, but work will spill over into next year. Estimated cost for Team + new technology, consultancy support (Civica), training for Services on new procedures, and potential backfill.  | £48,000     | Links to Corporate Plan - effectively managing the Council's financial resources and assets, and responding to Inspection outcomes.   | In preparation       | Susan Cooper |
| Additional Accountancy Support              | Project specific work– rolling out systems, improving financial processes and monitoring, looking ahead to implementation of International Financial Reporting Standards (IFRS). Need additional resource for developing systems and providing input to setting up the Sports Trust etc. | £160,000    | Fulfil statutory requirements in relation to accounting standards; supports budget savings; raises standard of professional best practice.  | In preparation       | Susan Cooper |
| E-Procurement                               | To fund an additional resource to help develop a team for training in systems administration and the roll-out of e-procurement across all services.  | 50,000      | This links to generating budget savings and the shared services agenda. Accords with New Ways of Working in that it cuts down on the reliance of paper based systems, and will lead to totally paperless invoicing. | In preparation       | Craig Innes  |
| Management Accountant – Financial Reporting | To fund a senior consultancy resource for approximately 6 months to review the financial process and how financial information is produced/ provided/ presented + timings.   | 50,000      | Links to Corporate Plan - effectively managing the Council's financial resources and assets. Will develop budgetary controls to ensure that principles of good practice are applied.                                | In preparation       | Susan Cooper |

## Corporate Investment Fund Bids – Continuous Improvement

| Title                  | Description   | Amount<br>£'000 | Criteria Requirements<br>What are the Outcomes of this investment (give specific details on £ under budgets)  | Business Case Status  | Lead officer   |
|------------------------|---|-----------------|---|---|----------------|
| Efficiencies Programme | <p>To fund additional capacity across all Services in progressing the implementation of the Efficiencies Programme. Funding would be used to engage additional or specialist resource as required, and to provide backfill to release Service personnel to work on the implementation in specific areas of service delivery (so aiding the management of risk re any detriment to service delivery).</p> <p>Experience of implementing large cross service technology projects shows that there is always a need at various points in that process to supply additional staff for specific purposes. This allocation is sought on the basis that its utilisation would be subject to CMT agreement and only fund the implementation of the cross cutting efficiency projects.</p> | £250k           | <p><u>Delivery of an agreed budget saving</u><br/>The Efficiencies Programme pulls together projects that impact the entire organisation with the potential to deliver budget savings. Although these are individually managed projects, they have been grouped together to minimise any duplication of effort for both Continuous Improvement staff and Services and to maximise potential savings.</p> <p>Specific Savings have been identified for the cross organisation projects for 09/10 through to 11/12 totalling £3.1m</p> <p><u>Requirement of SOA</u><br/>(National Outcome 15) The intention of the Efficiencies Programme is to modernise service delivery to achieve the priorities for the City and so is aligned to the intent of the SOA</p> <p><u>Delivery of Improvement Plan</u></p> | Business Cases to be produced as calls on the contingency are made. | Rhona Atkinson |

## Corporate Investment Fund Bids – Continuous Improvement

| Title                             | Description  | Amount<br>£'000 | Criteria Requirements<br>What are the Outcomes of this investment (give specific details on £ under budgets)  | Business Case Status | Lead officer   |
|-----------------------------------|--|-----------------|---|----------------------|----------------|
|                                   |  |                 | The Efficiencies Programme is the coordinated delivery mechanism for projects that are supporting, or driving the improvements to service delivery.   |                      |                |
| ICT Technology Specialist Support | <p>1 FTE ICT specialist resource for 12 months</p> <p>The technical infrastructure and software that the Council currently operates will have to undergo a robust review to ensure that the best opportunities are taken in moving to the new Data Centre and creating longevity of service provision for the next 5 to 10 years in all aspects of the infrastructure and software utilisation, specifically in relation to the Efficiencies Programme; That required a dedicated specialist resource for timely completion.</p> | £80k            | <p><u>Delivery of an agreed budget saving</u></p> <p>The Efficiencies Programme pulls together projects that impact the entire organisation with the potential to deliver budget savings. The new data Centre has to be established on the most cost effective basis possible.</p> <p><u>Requirement of SOA</u><br/>(National Outcome 15) The intention of the Efficiencies Programme is to modernise service delivery to achieve the priorities for the City and so is aligned to the intent of the SOA</p> <p><u>Delivery of Improvement Plan</u><br/>The Efficiencies Programme is the coordinated delivery mechanism for projects that are supporting, or driving the improvements to service</p> | Complete             | Rhona Atkinson |



## Corporate Investment Fund Bids – Continuous Improvement

| Title                | Description  | Amount<br>£'000 | Criteria Requirements<br>What are the Outcomes of this investment (give specific details on £ under budgets)   | Business Case Status | Lead officer   |
|----------------------|--|-----------------|--|----------------------|----------------|
|                      |  |                 | delivery.  |                      |                |
| ICT Technical Writer | <p>1 x FTE specialist resource for 6 months</p> <p>The rate of development of the technology in use is such that for the business continuity and disaster recovery requirements of the Council as a whole there is a requirement to undertake an audit of current systems, infrastructure and related documentation, ensuring completeness and fitness for purpose. This is directly linked to the requirement for a ICT Technology Specialist Support resource.</p> | £30k            | <p><u>Delivery of an agreed budget saving</u><br/>The Efficiencies Programme pulls together projects that impact the entire organisation with the potential to deliver budget savings. The new data Centre has to be established on the most cost effective basis possible.</p> <p><u>Requirement of SOA</u><br/>(National Outcome 15) The intention of the Efficiencies Programme is to modernise service delivery to achieve the priorities for the City and so is aligned to the intent of the SOA</p> <p><u>Delivery of Improvement Plan</u><br/>The Efficiencies Programme is the coordinated delivery mechanism for projects that are supporting, or driving the improvements to service delivery.</p> | Complete             | Rhona Atkinson |
| ICT Options          | Phase 1  | £15k            | <u>Delivery of an agreed budget saving</u>   | Complete             | Rhona Atkinson |

## Corporate Investment Fund Bids – Continuous Improvement

| Title           | Description  | Amount<br>£'000 | Criteria Requirements<br>What are the Outcomes of this investment (give specific details on £ under budgets)   | Business Case Status | Lead officer   |
|-----------------|--|-----------------|--|----------------------|----------------|
|                 | <p>Phase 2</p> <p>Phase 1, which is being conducted jointly with Aberdeenshire Council, has already been approved by CMT. This will see the identification of the best model for the future delivery of the ICT Service that each Council, (including joint / shared / one provision) should seek to achieve.</p> <p>Phase 2 would then be the tendering for the provision of that model, and therefore costs have yet to be determined.</p> | TBC             | <p>The purpose of the options appraisal work is to ensure that the Council has in place a fit for purpose ICT Service (to support delivery of efficiencies) which can evidence best value.</p> <p><u>Requirement of SOA</u><br/>(National Outcome 15) The ICT Service supports the modernisation of service delivery to achieve the priorities for the City and so is aligned to the intent of the SOA <u>Delivery of Improvement Plan</u><br/>The ICT Service delivers enabling technologies to support and achieve Improvement Plan Objectives</p> |                      |                |
| Resident Survey | Funding required to procure external specialist services to assist the Council in undertaking a Residents Survey – this initiative responds directly to the BV Audit report recommendation to improve customer satisfaction measurement.   | £30k            | <p><u>Delivery of an agreed budget saving</u><br/>None directly, though greater understanding of customer satisfaction will inform the design of future services to efficiently meet customer demand</p> <p><u>Requirement of SOA</u><br/>There are a number of measures</p>   | Complete             | Martin Murchie |

## Corporate Investment Fund Bids – Continuous Improvement

| Title                  | Description   | Amount<br>£'000 | Criteria Requirements<br>What are the Outcomes of this investment (give specific details on £ under budgets)   | Business Case Status         | Lead officer |
|------------------------|---|-----------------|--|------------------------------|--------------|
|                        |   |                 | <p>within the draft Single Outcome Agreement which will need the survey to collect the required data.</p> <p><u>Delivery of Improvement Plan</u><br/>Forms part of, the Corporate Improvement Plan in respect to Priority 6 - Improving Capability, Accountability &amp; Performance.</p>  |                              |              |
| Key Account Management | <p>Funding required to procure a customer account management system to be used to record information and produce reports of meetings with companies.</p> <p><b>Submitted subject to confirmation that an existing system could address this requirement. If the existing system can this bid will be withdrawn.</b></p> | £10k            | <p><u>Delivery of an agreed budget saving</u><br/>It is only by delivering this project that we will achieve a corporate and tighter approach to contract management, which in turn should provide for increased efficiency</p> <p><u>Requirement of SOA</u><br/>(National Outcome 15) – effectively managing the Council’s financial resources and assets</p> <p><u>Delivery of Improvement Plan</u><br/>Tighter contract management is fundamental to best value</p> <p><u>Other</u></p> | Business Case to be produced | Louise Scott |

## Corporate Investment Fund Bids – Continuous Improvement

| Title               | Description  | Amount<br>£'000 | Criteria Requirements<br>What are the Outcomes of this investment (give specific details on £ under budgets)  | Business Case Status         | Lead officer |
|---------------------|--|-----------------|---|------------------------------|--------------|
|                     |  |                 | n/a   |                              |              |
| Broadcast Briefings | Resource required to procure solutions to enable improved communication with employees across the organisation | £40k            | <p><u>Delivery of an agreed budget saving</u><br/>None directly, though better informed staff will promote consistently targeted effort on specific areas requiring improvement, with a greater understanding of why change is required</p> <p><u>Requirement of SOA</u><br/>(National Outcome 15) – managing people and communication</p> <p><u>Delivery of Improvement Plan</u><br/>Managing people and communication</p> <p><u>Other</u><br/>n/a</p> | Business Case to be produced | Louise Scott |